

## SYLLABUS

### Competitive Environment and Company's Competitiveness 2024-2025

#### 1. Program information

1.1	Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of study	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

#### 2. Course information

2. Course information												
2.1	Name					Competitive Environment and Company's Competitiveness						
2.2	Course teacher					PhD Assistant Professor Daniela Melania MIHAI						
2.3	Seminar teacher					PhD Assistant Professor Daniela Melania MIHAI						
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	Mandatory	

#### 3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	2	3.3	<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 of individual study</b>								hours
Study the textbook, course support, bibliography and notes								42
Further reading in the library, on the online platforms and field								42
Preparing seminars, homework, portfolios and essays								42
Tutoring								3
Examinations								2
Other activities								2
3.7	Total hours of individual study			133				
3.8	<b>Total hours per semester</b>			<b>175</b>				
3.9	<b>Number of credits</b>			<b>7</b>				

#### 4. Prerequisites

4.1	of curriculum	Elements of <i>Management, Marketing</i> and <i>Strategic Management</i>
4.2	of competences	Capacities of analysis, synthesis and divergent thinking

#### 5. Requirements

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

#### 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>- C5. Manage business knowledge – 1CP;</li> <li>- C10. Analyse the context of an organisation – 2CP;</li> <li>- C15. Interpret business information – 1CP;</li> <li>- C16. Identify undetected organisational needs – 1CP;</li> <li>- C22. Recommend product improvements – 1CP;</li> <li>- C25. Analyse supply chain strategies – 1CP.</li> </ul>
Transversal competences	

#### 7. Course objectives

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

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

## 8. Course contents

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

### Bibliography:

1. Epure D.T, Micu A., **The international business environment**, Ovidius University Press, Constanța, 2012;
2. Fleisher, C.S., Bensoussan, B.E, **Business and Competitive Analysis**, Second Edition, <http://ptgmedia.pearsoncmg.com/images/9780133086409/samplepages/9780133086409.pdf>, 2015
3. Gavrilă I., Gavrilă T. , **Competitiveness and competitive environment. Promotion and protection of the competition in the European Union**, second edition, Economică Publishing House, Bucharest, 2009;
4. Hitt A. M, Ireland Duane R., Hoskisson E. R., **Strategic Management: Competitiveness & Globalization**, 9th Edition, South –Western, Cengage Learning, Canada, 2011;
5. Hoffman J. A., **Competitive Environmental Strategy: A Guide To The Changing Business Landscape**, 2<sup>nd</sup> Edition, Island Press, USA, 2013;
6. Jianu Elena, **Competitional Environment and Company's Competitiveness**, electronic format, 2023
7. Mihai Daniela, **Competitional Environment and Company's Competitiveness – course support in electronic format**, 2024
8. Mihai Daniela, Drăghici Constantin, **Course on Strategic Analysis of the Competitive Environment – vol. I**, Sitech Publishing House, Craiova, 2009
9. Orsato, R.J., **Competitive Environmental Strategies**, C ALIFORNIA MANAGEMENT REVIEW VOL.48,NO.2 WINTER 2006, <http://aeo.izt.uam.mx/cuerpo-eo/seminario/orsato.pdf>, 2008
10. **Porters' Five Forces. Strategy Skills**, Team FME, [www.free-management-ebooks.com](http://www.free-management-ebooks.com), 2013
11. \*\*\* The Global Competitiveness Report (2022/2023)

8.2. Seminar		No. of hours	Teaching methods	Observations Used resources
1	Market strategies	2	- Dialogue - Discussion - Teamwork - Heuristic conversation	Case study, homework and project presentation
2	Innovation strategies	1		
3	Strategic analysis systems of the competitive environment: the Porter model	2		
4	Analisis of the company's internal environmen	2		

5	Competitive strategies	2		
6	Role of the state in the economy	1		
7	Fiscal policy	2		
8	Growth strategies	2		

**Bibliography:**

1. Fleisher, C.S., Bensoussan, B.E, **Business and Competitive Analysis**, Second Edition, <http://ptgmedia.pearsoncmg.com/images/9780133086409/samplepages/9780133086409.pdf>, 2015
2. Jianu Elena, Mihai Daniela-Melania, **Case Studies: The Competitive Advantage Generating**, electronic format, 2024
3. Mihai Daniela, Drăghici Constantin, **Course on Strategic Analysis of the Competitive Environment – vol. I**, Sitech Publishing House, Craiova, 2009
4. Orsato, R.J., **Competitive Environmental Strategies**, CALIFORNIA MANAGEMENT REVIEW VOL.48,NO.2 WINTER 2006, <http://aeo.izt.uam.mx/cuerpo-eo/seminario/orsato.pdf>, 2008
5. Prigoreanu A-G., **The assertion in the competitive environment; study of the benchmarking technique**, A.S.E., 2006
6. Wignaraja G., **Competitiveness Strategy in Developing countries – a manual for policy analysis**, Routledge Studies in Development Economics, Taylor & Francis Group, 2009, U.S.A.
7. **Porters' Five Forces. Strategy Skills**, Team FME, [www.free-management-ebooks.com](http://www.free-management-ebooks.com), 2013

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

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

Note: *The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre* evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.

**10. Evaluation**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Final evaluation	50 %
10.5 Seminar	- attendance and active participation in the seminar, solving case studies; - admission to degree's requirements in terms of achieving homework	- Student's free exposure; - Oral form of dialogue.  - Oral presentation of the homework and project	20 %  30 %
10.6 Minimum performance standard	1. Communicating information using a correct scientific language of the topic 2. Knowledge of the main concepts specific to competitive environment and company's competitiveness topic		

Completion date,  
September 17<sup>th</sup>, 2024

Course teacher,  
PhD Assistant Professor Daniela Melania MIHAI

Seminar teacher,  
PhD Assistant Professor Daniela MIHAI

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

## SYLLABUS

### Organizational Change Management, 2024-2025

#### 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

#### 2. Course information

2. Course information												
2.1	Name				Organizational Change Management							
2.2	Course teacher				PhD Lecturer TOMA Smaranda Nicoleta Cristina							
2.3	Seminar teacher				PhD Lecturer TOMA Smaranda Nicoleta Cristina							
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	mandatory	

#### 3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	2	3.3	S / L / P	1
3.4	Total hours from curriculum	42	3.5	of which seminar	28	3.6	S / L / P	14
<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								30
Preparing seminars, homework, portfolios and essays								30
Tutoring								3
Examinations								2
Other activities								3
3.7	Total hours of individual study	108						
3.8	<b>Total hours per semester</b>	<b>150</b>						
3.9	<b>Number of credits</b>	<b>6</b>						

#### 4. Prerequisites

4.1. of curriculum	The basics of <i>Management</i> and <i>Human Resource Management</i> , studied during the Bachelor cycle.
4.2. of competences	analysis, synthesis, divergent thinking

#### 5. Requirements

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

#### 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>- C12. Develop company strategies – 1CP;</li> <li>- C14. Provide improvement strategies – 1CP;</li> <li>- C16. Identify undetected organisational needs – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC3. Think analytically – 1CP;</li> <li>- TC7. Work in an organized way – 1CP;</li> <li>- TC9. Demonstrate entrepreneurial spirit – 1CP.</li> </ul>

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

7.1. General objective	The course <i>Organizational Change Management</i> transmits the students the necessity of going through this process in the evolution of a company, but also the need to apply it when a given situation requires it as a solution. By understanding the reasons behind changes in the company, students realize the importance of personal involvement in the change process in two main directions: the rapid elimination of personal resistance to change and the active support of the transition process the company goes through. It also familiarize the students with the tools and levers to successfully program and implement a change process within a company or a department.
------------------------	--

7.2. Specific objectives	<p><i>A. Cognitive objectives</i></p> <ol style="list-style-type: none"> <li>1. Defining correctly the concept of organizational change.</li> <li>2. Knowing and understanding the determining factors of organizational change.</li> <li>3. Understanding the need for organizational change and its implications.</li> <li>4. Learning how to design and implement methods and techniques for change management.</li> </ol> <p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. Drafting a team project;</li> <li>2. Solving applications and case studies for each method and technique;</li> <li>3. Developing a systemic vision to create and use managerial tools;</li> <li>4. Using self-assessment learning methods.</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	<b>Introduction to change management</b> 1.1. Clarifying the concept of change management 1.2. Change management and performance management 1.3. Change management and project management 1.4. The importance of change management 1.5. Reasons why change initiatives are / are not successful	2	Lecture  Heuristic conversation  Problem solving  Explanation  Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	<b>Managing change: a process perspective</b> 2.1. Process models of change 2.2. Leading change: a process perspective	4		
3	<b>Recognizing the need for change and starting the change process</b> 3.1. Patterns of change 3.2. Recognizing a need or opportunity for change 3.3. Starting the change 3.4. Building change relationships	4		
4	<b>Diagnosing what needs to be changed</b> 4.1. Diagnosis 4.2. Gathering and interpreting information	2		
5	<b>Leading and managing the people issues</b> 5.1. The role of leadership in change management 5.2. Power, politics and stakeholder management 5.3. Responsible change management: an ethical approach 5.4. Managing context to promote ethical practice 5.5. Communicating change 5.6. Motivating others to change 5.7. Supporting others through change	4		
6	<b>Planning and preparing for change</b> 6.1. Shaping implementation strategies 6.2. Developing a change plan 6.3. Types of intervention 6.4. Action research 6.5. Appreciative inquiry 6.6. Training and development 6.7. High performance management 6.8. Business process re-engineering 6.9. Lean 6.10. Culture profiling 6.11. Value innovation 6.12. Selecting interventions	4		
7	<b>Implementing change</b> 7.1. Implementing change 7.2. Reviewing and keeping the change on track	4		
8	<b>Sustaining change</b> 8.1. Making change stick 8.2. Spreading change	2		

9	<b>Learning</b> 9.1. Change managers learning from their own experience 9.2. Facilitating collective learning 9.3. Pulling it all together: a concluding case study	2		
<b>Bibliography:</b> Adsit D., Tools for Managing Complex Change, Strategy & Leadership, vol. 4, 2006. Andriopoulos C., Dawson P., Managing change, creativity and innovation. Second edition. Los Angeles: SAGE, 2014. Bogáthy Z., Introducere în psihologia organizațională. Curs universitar, Tipografia Universității de Vest, Timișoara, 2002. Bogáthy Z., Erdei I., Ilin C., Schimbare și dezvoltare organizațională. Caracteristici și tehnici de dezvoltare organizațională – suport de curs, Timișoara, 2007. Burduș E., Căprărescu G., Androniceanu A., Managementul schimbării organizaționale, Editura Economică, București, 2008. Carnall C.A., By R.T., Managing change in organizations. Sixth edition. Harlow: Pearson Education, 2014. Cole G., Management. Teorie și practică. IEP Știința, Chișinău, 2006. Crafts L., Change management. Body of knowledge, <a href="https://pmiww.org">https://pmiww.org</a> , 2013 Darell K., Management Tools. An executive's guide, Bain & Company Inc., Boston, MA, 2015. Dalotă D., Bărgăan L., Management general, Editura Pro Universitaria, București, 2019. Gheorghe Moisii Maria, Târziu Eugenia, Managementul strategic al dezvoltării durabile în organizații (Strategic Management of Sustainable Development in Organizations), Romanian Journal of Information and Automation, vol. 22, nr. 1, p. 45-60, 2012. Graetz F. et al., Managing organisational change. Third Australasian edition. Milton, QLD: John Wiley & Sons, 2011. Grădinaru P., Organizational change management, suport de curs in format electronic, 2021. Hayes J., The theory and practice of change management. Fourth edition. Basingstoke, Hampshire: Palgrave Macmillan, 2014. Kotter, J.P., Leading Change: An Action Plan from the World's Foremost Expert on Business Leadership, Harvard Business School Press, Boston, MA, 1996. Nicolescu O., Verboncu I., Metodologii manageriale, Editura Universitară, București, 2008. Nicolescu O., Verboncu I., Managementul organizației, Editura Economică, București, 2008. Nicolescu O., Verboncu I., Plumb I., Vasilescu I., Abordări moderne în managementul și economia organizației, Editura Economică, București, 2003. Pugh D.S., Hickson D.J., Managementul organizațiilor, Codecs, București, 2004. Sirkin H.L., Keenan P., Jackson A., The Hard Side of Change Management, Harvard Business Review, <a href="https://hbr.org/2005/10/the-hard-side-of-change-management">https://hbr.org/2005/10/the-hard-side-of-change-management</a> , 2009 Smith M.E., Changing an organization's culture: correlates of success and failure, Leadership & Organization Development Journal, 24/5, MCB UP Limited, 2003. <b>Toma Smaranda, Organizational Change Management, Course Support for the Master Program Strategic Management and Business Development, 2024 (available on the e-learning platform).</b>				
<b>8.2. Project</b>		<b>No. of hours</b>	<b>Teaching methods</b>	<b>Observations Resources</b>
1	<b>Define the Change Management Strategy</b> 1.1. Company's strategy 1.2. Required change to implement the strategy 1.3. Business roadmap 1.4. Company readiness for change 1.5. Structure and size of the change management team 1.6. Roles & responsibilities 1.7. Guiding principles 1.8. Change Lean Canvas 1.9. Change impact assessment 1.10. Change management objectives and levers (ADKAR Model)	4	Conversation  Problem solving  Reflection exercises  Debate	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.)   Computer assisted instruction, modeling
2	<b>Understand how People Experience Change</b> 2.1. Change Commitment Curve 2.2. Change Personal Transition Curve 2.3. Heart & Mind Human Drivers 2.4. Innovation Adoption Curve 2.5. Maslow Hierarchy of Human Needs 2.6. Four Stages of Team Development 2.7. Stakeholder analysis	4	Explanation  Teamwork  Project presentations	
3	<b>Develop the Change Management Plans</b> 3.1. Overarching change management plan 3.2. Communication plan 3.3. Sponsorship plan 3.4. Coaching plan	4		

	3.5. Training plan 3.6. Resistance management plan			
4	<b>Implement, Track &amp; Manage Progress</b> 4.1. Governance 4.2. Overarching change management plan status report 4.3. Communication plan status report 4.4. Sponsorship plan status report 4.5. Coaching plan status report 4.6. Training plan status report 4.7. Resistance management plan status report 4.8. Change reinforcement	2		
<b>Bibliography:</b> Burduş E., Căprărescu G., Androniceanu A., Managementul schimbării organizaționale, Editura Economică, București, 2008. Burduş E., Popa I., Management. Teste. Probleme, Exerciții. Studii de caz. Grile de evaluare, Editura Pro Universitaria, București, 2013. Cameron E. & Green M., MAKING SENSE OF CHANGE MANAGEMENT. A complete guide to the models, tools & techniques of organizational change, Kogan Page Limited, <a href="http://www.bms.lk/download/GDM_Tutorials/e-books/Making_Sense_of_Change_Management.pdf">http://www.bms.lk/download/GDM_Tutorials/e-books/Making_Sense_of_Change_Management.pdf</a> , 2009. Cummings Th. G. & Worley C. G., South-Western Cengage Learning, <a href="http://otgo.tehran.ir/Portals/0/pdf/organization%20development%20and%20change.pdf">http://otgo.tehran.ir/Portals/0/pdf/organization%20development%20and%20change.pdf</a> , 2009. Dalotă M., Bărgan L., Management general, Editura Pro Universitaria, București, 2019. Hayes J., The theory and practice of change management. Fourth edition. Basingstoke, Hampshire: Palgrave Macmillan, 2014. Slidebooks Consulting, Change Management Toolkit. Overview and Approach, ex-McKinsey, Deloitte & BCG Strategy Consultants. Nicolescu O., Popa I., Dumitrașcu D., Studii de caz relevante privind managementul organizațiilor din România, Editura Pro Universitaria, București, 2017. <b>Toma Smaranda, Organizational Change Management, Course Support for the Master Program Strategic Management and Business Development, 2024 (available on the e-learning platform).</b>				

**\* NOTES:**

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

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

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

Completion date,  
September 15<sup>th</sup>, 2024

Course teacher,  
PhD Lecturer Smaranda Nicoleta TOMA

Seminar / Project teacher,  
PhD Lecturer Smaranda Nicoleta TOMA

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

**SYLLABUS**  
**Management of Technology Transfer in the Context of Globalization**  
**2024 – 2025**

**1. Program information**

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

**2. Course information**

2.1	Name	<b>Management of Technology Transfer in the Context of Globalization</b>									
2.2	Course teacher	PhD Assistant Professor Supervisor Crenguța-Ileana SINISI									
2.3	Seminar teacher	PhD Assistant Professor Supervisor Crenguța-Ileana SINISI									
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	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								42
Further reading in the library, on the online platforms and field								42
Preparing seminars, homework, portfolios and essays								42
Tutoring								2
Examinations								2
Other activities								3
3.7	Total hours of individual study	133						
3.8	<b>Total hours per semester</b>	<b>175</b>						
3.9	<b>Number of credits</b>	<b>7</b>						

**4. Prerequisites**

4.1. of curriculum	Elements of Management and Economics
4.2. of competences	Capacity of analysis, synthesis, divergent thinking

**5. Requirements**

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

**6. Specific acquired competences**

Professional competences	<ul style="list-style-type: none"> <li>- C3. Improve business processes – 1CP;</li> <li>- C6. Advise on efficiency improvements – 1CP;</li> <li>- C14. Provide improvement strategies – 1CP;</li> <li>- C16. Identify undetected organisational needs – 1CP;</li> <li>- C17. Gather technical information – 1CP;</li> <li>- C22. Recommend product improvements – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC6. Think creatively – 1CP.</li> </ul>

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

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

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

## 8. Course contents

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

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

#### Bibliography:

1. Sinisi Crenguța-Ileana, **Management of Technology Transfer in the Context of Globalization**– course support in electronic format, 2022 (available by e-learning platform).
2. Barton, John H, **New Trends in Technology Transfer. Implications for National and International Policy**, Issue Paper No.18. Published by ICTSD, Geneva, 2010
3. Filipoiu I.D., Meier M., Kunz A., Müller St., **Manufacturing technologies and technological equipment costs**, Editura PRINTEH București, 2009
4. Sönmez, Alper, **Multinational Companies, Knowledge and Technology Transfer**, Editura Springer, 2013
5. \*\*\* Japan Science and Technology Agency, **Promoting technology transfer and innovation**, Japan Science and Technology Agency, <https://www.jst.go.jp/tt/EN/promoTechTransInnovation.pdf>, 2012
6. \*\*\* Understanding technology transfer, Apax Partners Ltd, [http://www.wipo.int/export/sites/www/sme/en/newsletter/2011/attachments/apax\\_tech\\_transfer.pdf](http://www.wipo.int/export/sites/www/sme/en/newsletter/2011/attachments/apax_tech_transfer.pdf), 2011
7. \*\*\* **Technology Transfer Handbook An Introductory Guide for Researchers**, Heriot-Watt University, [https://www.hw.ac.uk/documents/IP\\_Handbook.pdf](https://www.hw.ac.uk/documents/IP_Handbook.pdf), 2015
8. \*\*\* United Nations Conference on Trade and Development (UNCTAD), **Transfer of technology**, UNITED NATIONS New York and Geneva, 2001, <http://unctad.org/en/docs/psiteitd28.en.pdf>

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

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

#### Bibliography:

1. Sinisi Crenguța-Ileana, **Management of Technology Transfer in the Context of Globalization** – course support in electronic format, 2022 (available by e-learning platform).
2. Barton, John H, **New Trends in Technology Transfer. Implications for National and International Policy**, Issue Paper No.18. Published by ICTSD, Geneva, 2010
3. Filipoiu I.D., Meier M., Kunz A., Müller St., Manufacturing technologies and technological equipment costs, Editura PRINTEH București;2009
4. \*\*\* Japan Science and Technology Agency, **Promoting technology transfer and innovation**, Japan Science and Technology Agency, <https://www.jst.go.jp/tt/EN/promoTechTransInnovation.pdf>, 2012
5. \*\*\* Understanding technology transfer, Apax Partners Ltd, [http://www.wipo.int/export/sites/www/sme/en/newsletter/2011/attachments/apax\\_tech\\_transfer.pdf](http://www.wipo.int/export/sites/www/sme/en/newsletter/2011/attachments/apax_tech_transfer.pdf), 2011
6. \*\*\* **Technology Transfer Handbook An Introductory Guide for Researchers**, Heriot-Watt University, [https://www.hw.ac.uk/documents/IP\\_Handbook.pdf](https://www.hw.ac.uk/documents/IP_Handbook.pdf), 2015
7. \*\*\* United Nations Conference on Trade and Development (UNCTAD), **Transfer of technology**, UNITED NATIONS New York and Geneva, 2001, <http://unctad.org/en/docs/psiteitd28.en.pdf>

#### \* NOTES:

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

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

#### 10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language.	Final evaluation	50%

10.5 Seminar	- test papers during the semester	Test	10 %
	- attendance and active participation during the seminars, solving the case studies;	Attendance and activity at the seminar Evaluating student's products and interventions during the seminars	10 %
	- compliance with the requirements of the project .	Evaluating student's participation in project making and presentation	30 %
10.6 Minimum performance standard	1. Understand the effects of technological change on the global economic structure and the transformations in the way companies and nations organize production, trade goods, invest capital, and develop new products and processes 2. Communicating information using a correct scientific language 3. Knowledge of the basic concepts of the discipline and the explanation of the interdependencies between them		

Completion date,  
September 15<sup>th</sup>, 2024

Course teacher,  
PhD Assistant Professor Supervisor  
Crenguța-Ileana SINISI

Seminar teacher,  
PhD Assistant Professor Supervisor  
Crenguța-Ileana SINISI

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

# SYLLABUS

## Internship

### 2024-2025

#### 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

#### 2. Course information

2.1	Name	<b>Internship</b>									
2.2	Course teacher	-									
2.3	Seminar teacher	PhD Assistant Professor Supervisor Crenguța Ileana SINISI									
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	colloquy / verification	2.7	Course type	mandatory

#### 3. Total estimated time

3. Total estimated time								
3.1	Number of hours per week	6	3.2	of which course	-	3.3	<u>S / L / P</u>	6
3.4	Total hours from curriculum	84	3.5	of which course	-	3.6	<u>S / L / P</u>	84
<b>Time distribution</b>								ore
Study the textbook, course support, bibliography and notes								3
Further reading in the library, on the online platforms and field								3
Preparing seminars, homework, portfolios and essays								5
Tutoring								2
Examinations								2
Other activities								1
3.7	Total hours of individual study	16						
3.8	<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	-
4.2. of competences	Analysis, synthesis, divergent thinking, drafting reports, drafting analysis, and being able to put into practice concepts and theories. Have knowledge about management, marketing, techniques and tools for business diagnostics and assessment, business planning and development techniques and tools, organizational policies and strategies in the context of sustainable development, business management.

#### 5. Requirements

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

#### 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>- C11. Perform business analysis – 1CP;</li> <li>- C13. Monitor company policy – 1CP;</li> <li>- C24. Identify suppliers – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC5. Organize information, objects and resources – 1CP.</li> </ul>

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

7.1. General objective	Students' skills and competences development regarding the application of the theoretical concepts, theories and aspects within the real life contexts.
7.2. Specific objectives	<p>A. <i>Cognitive objectives cognitive</i></p> <p>1. Ability to interpret through logical thinking issues related to the organization and functioning of commercial companies;</p>

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

## 8. Contents

Applications: Seminars / Labs / Homework		No. of hours	Teaching methods	Observations Resources
1.	<p>Presentation, description and characterization of the company and current activity:</p> <ul style="list-style-type: none"> <li>- the company identification, the legal framework, the legal status, the company's share capital;</li> <li>- short history of the company;</li> <li>- the business scope of the firm;</li> <li>- production capacity (if it is a production company), services rendered (if it is a service company);</li> <li>- how to organize and manage the firm;</li> <li>- analysis of current business activities;</li> <li>- System of organizing and coordinating activities.</li> </ul>	8	<p>discussions presentations drafting applying</p>	<p>The companies' documentation /reports.</p> <p>Discussions with tutors on the focused topics.</p> <p>Tutors guidance.</p>
2	<p>Marketing environment – definition, components and analysis tools.</p> <ul style="list-style-type: none"> <li>- analysis of the external stakeholders</li> <li>- analysis of STEP factors</li> <li>- analysis of the industry</li> <li>- reviewing the analysis results</li> <li>- SWOT profile drafting.</li> </ul>	8		
3	<p>Analyzing the organization of the company's activity:</p> <ul style="list-style-type: none"> <li>- organizational structure of the company and organization chart of the unit: number of employees (permanent and seasonal, level of training, positions held, age groups), attributions;</li> <li>- the organizational structure of the main subdivisions of the company;</li> <li>- organizational relationships involved;</li> <li>- management and execution personnel, job descriptions, organization and operation regulations, other internal regulations;</li> <li>- organization of the firm;</li> <li>- the functions of the firm - the way of manifestation and exercise (research and development, production - where appropriate, commercial, financial and accounting personnel)</li> <li>- the contribution of the main components of the process organization to achieving the company's objectives.</li> </ul>	10		
4	<p>Market research – managerial tool.</p> <ul style="list-style-type: none"> <li>- drafting a research plan for company usage;</li> <li>- collecting data;</li> <li>- data analysis;</li> <li>- research report drafting;</li> <li>- discussions with the company management on the report results.</li> </ul>	8		
5	<p>Analysis of the company's internal environment:</p> <ul style="list-style-type: none"> <li>- current status, malfunctions, improvement proposals;</li> <li>- general about the financial situation of the firm;</li> <li>- description of products / services, technological processes developed; company logistics; equipment: office equipment, means of transport; spaces for the provision of services, storage and others;</li> <li>- the company's profitability threshold, as well as the profitability threshold for a product or service provided by the firm;</li> </ul>	8		

	<ul style="list-style-type: none"> <li>- analyzing the performance of the commercial strategy;</li> <li>- the human resources involved;</li> <li>- describing the climate and organizational culture;</li> <li>- processing documents within the company;</li> <li>- interpreting the dynamics of the internal environment.</li> </ul>			
6	Formulating business development alternatives based on the SWOT analysis of the DIY firm / shop and demonstrating their relevance, referring to the national, European and global economic realities: <ul style="list-style-type: none"> <li>- internal factors analysis / business potential assessment - materialized in the identification of strengths and weaknesses;</li> <li>- analysis of external factors, detailing the opportunities and threats the organization faces;</li> <li>- formulation of strategic alternatives based on the SWOT strategic diagnostic matrix.</li> </ul>	8		
7	Analyzing the business model. <ul style="list-style-type: none"> <li>- the business canvas drafting;</li> <li>- market segments analysis and targeting strategies;</li> <li>- the value proposition for the companies' customers;</li> <li>- business operations and value chain;</li> <li>- the business strategy.</li> </ul>	8		
8	Identifying and substantiating the company's strategies into the external environment point of view <ul style="list-style-type: none"> <li>- vision and mission of the firm;</li> <li>- presentation of the fundamental objectives;</li> <li>- strategic options of the company (means of achieving the objectives);</li> <li>- necessary resources;</li> <li>- intermediate and final milestones;</li> <li>- the competitive advantage of the organization.</li> </ul>	8		
9	The use of some methods to stimulate creativity in organizational change management <ul style="list-style-type: none"> <li>brainstorming;</li> <li>Delbecq method;</li> <li>book collective method;</li> <li>Sinectic method;</li> <li>technical Phillips 66;</li> <li>matrix discoveries;</li> <li>Zwicky's morphological method;</li> <li>SCANLON Plan.</li> </ul>	8		
10	Organizational culture analysis: <ul style="list-style-type: none"> <li>description of the organizational culture content, and function;</li> <li>Identifying the influence factors and characteristics,</li> <li>Identifying the organizational culture type.</li> </ul>	8		
11	Final evaluation	2		

#### Bibliography:

1. 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
2. Malcolm McDonald, Strategic Marketing Planning: Theory and Practice, The Marketing Review, 2006, 6, 375-418 ISSN1469-347X print / ISSN 1472-1384 online, <https://pdfs.semanticscholar.org/31c7/659c71f4ada1f98b9770c505afcb2686cd8d.pdf>, 2006
3. Luburić R., Total Quality Management as a Paradigm of Business Success, Journal of Central Banking Theory and Practice, 2014, Vol.3 No.1, pp. 59-80, <ftp://ftp.repec.org/opt/ReDIF/RePEc/cbk/journal/vol3no1-5.pdf>, 2014
4. Filipoiu I.D., Meier M., Kunz A., Müller St., Manufacturing technologies and technological equipment costs, Editura PRINTEH București, 2009.
5. Heriot-Watt University, Technology Transfer Handbook An Introductory Guide for Researchers, Heriot-Watt University, [https://www.hw.ac.uk/documents/IP\\_Handbook.pdf](https://www.hw.ac.uk/documents/IP_Handbook.pdf), 2015
6. Rumelt, Richard P., Good strategy, bad strategy : the difference and why it matters, Profile Books, London, 2017
7. 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

8. Robbins P. Sph., Judge A. Th., Organizational behavior, 15th edition, Pearson Education Inc., Prentice Hall, U.S.A., 2013
9. Shein E., Organizational culture and leadership, 4th Edition, John Wiley & Sons, Inc., San Francisco, 2010
10. Armstrong, Michael; Taylor, Stephen, Armstrong's Handbook of Human Resource Management Practice. 14th Edition., 2017
11. Hunsaker, Phillip L; Hunsaker, Johanna., Managing people, London: Dorling Kindersley, 2015
12. Pande P., Neuman R., Cavanagh R., Six Sigma, ALL Publishing House, 2009
13. Passenheim, O., Project management, Ventus Publishing <http://www.sterrenstages.nl/uploads/projectmanagement.pdf>, 2009
14. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, Managerial economics and organizational architecture, McGraw-Hill / Irwin , 2009
15. Denis Bouyssou Didier Dubois Marc Pirlot Henri Prade, John Wiley & Sons, Inc. London, UK <https://onlinelibrary.wiley.com/doi/pdf/10.1002/9780470611876.fmatter>, 2009
16. David Burkus, Under new Management : The Unexpected Truths About Leading Great Organizations, London : Pan Books, 2017
17. Jofre, Sergio, Strategic Management: The theory and practice of strategy in (business) organizations, Technical University of Denmark, <http://orbit.dtu.dk/files/5705108/rapport1.11.pdf>, 2011
18. Efreem G. Mallach, Information Systems : What Every Business Student Needs to Know, Boca Raton : CRC/Taylor & Francis Group, 2016
19. Linda Crafts, Change management. Body of knowledge, <https://pmiww.org>, 2013
20. Esther Cameron & Mike Green, MAKING SENSE OF CHANGE MANAGEMENT. A complete guide to the models, tools & techniques of organizational change , Kogan Page Limited, [http://www.bms.lk/download/GDM\\_Tutorials/e-books/Making\\_Sense\\_of\\_Change\\_Management.pdf](http://www.bms.lk/download/GDM_Tutorials/e-books/Making_Sense_of_Change_Management.pdf), 2009
21. Fleisher, C.S., Bensoussan, B.E, Business and Competitive Analysis, Second Edition, <http://ptgmedia.pearsoncmg.com/images/9780133086409/samplepages/9780133086409.pdf>, 2015

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	-	Final evaluation	20 %
10.5 Seminar / Project	- attendance and active participation and the tasks fulfilling degree during the internship	Involvement in internship activities	20%
	- project elaboration and presentation	Project evaluation (the content project)	20%
	- participation in final debates on project analysis and interpretation	Project evaluation (final presentation)	40%
	- compliance with the requirements of the project .		
10.6 Minimum performance standard	The student accomplished the internship tasks according to the internship portfolio. His/hers attendance to the internship activities was over 75%. The student presented his/hers internship project.		

Completion date,  
September 17<sup>th</sup>, 2024

Course teacher,  
-

Seminar / Project teacher,  
PhD Assistant Professor Supervisor  
Crenguța-Ileana SINISI

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

# SYLLABUS

## ANALYSIS OF CONSUMER SATISFACTION

### 2024-2025

#### 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

#### 2. Course information

2.1 Name						Analysis of Consumer Satisfaction					
2.2 Course teacher						PhD Associate Professor Amalia Viorica DUȚU					
2.3 Seminar teacher						PhD Associate Professor Amalia Viorica DUȚU					
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	colloquy / verification	2.7	Course type	Optionally

#### 3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	2	3.3	S / L / P	1
3.4	Total hours from curriculum	42	3.5	of which course	28	3.6	S / L / P	14
<b>Time distribution</b>								ore
Study the textbook, course support, bibliography and notes								36
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								36
Tutoring								4
Examinations								2
Other activities								-
3.7	Total hours of individual study	108						
3.8	Total hours per semester	150						
3.9	Number of credits	6						

#### 4. Prerequisites

4.1. of curriculum	-
4.2. of competences	analysis, synthesis, divergent thinking, drafting reports, drafting analysis, being able to put into practice concepts 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	<ul style="list-style-type: none"> <li>- C2. Develop revenue generation strategies – 1CP;</li> <li>- C9. Perform data analysis – 1CP;</li> <li>- C15. Interpret business information – 1CP;</li> <li>- C22. Recommend product improvements – 1CP;</li> <li>- C23. Make strategic business decisions – 1CP;</li> <li>- C25. Analyse supply chain strategies – 1CP.</li> </ul>
Transversal competences	

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

7.1. General objective	<p>Knowledge dissemination, aprofundate, explanation, interpretation of the concepts, theories, methods and tools specific for the domain;</p> <p>Evaluation and diagnosis of the marketing environment based on analysis methods and tools. Presenting the usage of the quantitative and qualitative methods for assessing the customer satisfaction.</p>
------------------------	--

7.2. Specific objectives	<p><b>A. Cognitive objectives cognitive</b></p> <ol style="list-style-type: none"> <li>1. Understanding the role of assessing the customers satisfaction;</li> <li>2. Understanding the principles and methods used for customers satisfaction assessment</li> <li>3. Familiarizing students with the methods and tools used in marketing research</li> <li>4. Familiarizing students with the research plan drafting and implementing</li> <li>5. Familiarizing students with research report drafting</li> </ol> <p><b>B. Procedural objectives</b></p> <ol style="list-style-type: none"> <li>1. students should be able to use customers feedback for improving marketing strategies;</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><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 hours	Teaching methods	Observations Resources
1	Introduction in the topic of the course, objectives, exam requirement. Customers' satisfaction assessment - introduction into the topic.	2	Lecture	Power Point presentations Didactical short movies Working forms
2	Introduction in customers' behavior.	6	Heuristic conversation	
3	The process of customers' satisfaction assessment –how to plan and report into the process.	4	Problem solving	
4	Quantitative research methods used into the customers' satisfaction assessment process	6	Explanation	
5	Qualitative research methods used into the customers' satisfaction assessment process	6	Debate	
6	Business performance assessing using customers' satisfaction, customers' loyalty and customers retaining rates.	4		
<b>Bibliography:</b>				
1. Duțu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014				
2. Duțu Amalia, Quantitative and qualitative methods for customers' satisfaction assessment – theory and practice., suport de curs pe suport electronic, 2023.				
3. Ramees Rahman. M, Safeena P., Customer Needs and Customer Satisfaction, Research Gate Platform, <a href="https://www.researchgate.net/publication/303813023_Customer_Needs_and_Customer_Satisfaction">https://www.researchgate.net/publication/303813023_Customer_Needs_and_Customer_Satisfaction</a> , 2016				
4. NTHIJS, N., STAES, P., Customers Satisfaction Management, European Primer on Customer Satisfaction Management, <a href="http://www.eupan.eu/files/repository/20101215131727_EU_Primer_English_FINAL_LR.pdf">http://www.eupan.eu/files/repository/20101215131727_EU_Primer_English_FINAL_LR.pdf</a> , 2008				
5. Greener S., Business Research Methods, Ventus Publishing ApS, <a href="http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf">http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf</a> , 2008				

8.2. Project		No. of hours	Teaching methods	Observations Resources
1	Seminar minimum requirements and final mark calculation. Discussions on the projects' guide.	2	Heuristic conversation	Power Point presentations  Scientific articles SPSS  Short didactic movies
2	Quantitative research methods usage form customer satisfaction assessment. How to draft a research plan. Dissections on the topic.	4	Problem solving	
3	Data analysis using SPSS – descriptive statistics (fervencies, mean values, crosstabs, case reports, graphics and tabs). Research report drafting.	4	Case studies Roll playing	
4	Qualitative research methods usage form customer satisfaction assessment. How to draft an in-depth interview guide and research report. Dissections on the topic.	2		
5	How to use customers' feedback to improve the marketing strategy. How to use customers' satisfaction, customers' loyalty and customers retaining rates for business performance assessment.	2		

**Bibliography:**

1. Duțu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014
2. Duțu Amalia, Project guide- Drafting a market survey plan and a final research report material didactic in format electronic, 2023.
3. Ramees Rahman. M, Safeena P., Customer Needs and Customer Satisfaction, Research Gate Platform, [https://www.researchgate.net/publication/303813023\\_Customer\\_Needs\\_and\\_Customer\\_Satisfaction](https://www.researchgate.net/publication/303813023_Customer_Needs_and_Customer_Satisfaction), 2016
4. Greener S., Business Research Methods, Ventus Publishing ApS, [http://gent.uab.cat/diego\\_prior/sites/gent.uab.cat/diego\\_prior/files/02\\_e\\_01\\_introduction-to-research-methods.pdf](http://gent.uab.cat/diego_prior/sites/gent.uab.cat/diego_prior/files/02_e_01_introduction-to-research-methods.pdf), 2008
5. Oancea, Olimpia, Mihaela Diaconu, and Amalia DUȚU. "Analyzing The Consumer Profiling For Improving Efforts Of Integrated Marketing Communication." *SEA-Practical Application of Science* 4 (2014): 101-108.

**\* NOTES:**

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

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language.	Final evaluation	20%
10.5 Project	- active participation during the seminars, solving the case studies;  - compliance with the requirements of the project .	Involvement in seminar activities (case studies, roll playing)	10%
		case study	30%
		project evaluation (quantitative research)	40%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: C9. Perform data analysis. The students should be able to analyze and interpreting customer feedback and incorporate this into strategic decisions.		

Completion date, September 21<sup>st</sup>, 2024      Course teacher, PhD Associate Professor Amalia Viorica DUȚU      Project teacher, PhD Associate Professor Amalia DUȚU

Approval date in Department Council, September 27<sup>th</sup>, 2024      Head of Department, (provider) PhD Associate Professor Daniela MIHAI      Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

## SYLLABUS

### Cercetări cantitative și calitative utilizate în studiul pieței (*Quantitative and Qualitative Market Research*) 2024-2025

#### 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

#### 2. Course information

2. Course information											
2.1	Name					Cercetări cantitative și calitative utilizate în studiul pieței ( <i>Quantitative and Qualitative Market Research</i> )					
2.2	Course teacher										
2.3	Seminar teacher										
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	colloquy / verification	2.7	Course type	Optionally

#### 3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	2	3.3	S / L / P	1
3.4	Total hours from curriculum	42	3.5	of which course	28	3.6	S / L / P	14
<b>Time distribution</b>								ore
Study the textbook, course support, bibliography and notes								36
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								36
Tutoring								4
Examinations								2
Other activities								-
3.7	Total hours of individual study	108						
3.8	Total hours per semester	150						
3.9	Number of credits	6						

#### 4. Prerequisites

4.1. of curriculum	-
4.2. of competences	analysis, synthesis, divergent thinking, drafting reports, drafting analysis, being able to put into practice concepts 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	<ul style="list-style-type: none"> <li>- C2. Develop revenue generation strategies – 1CP;</li> <li>- C9. Perform data analysis – 1CP;</li> <li>- C15. Interpret business information – 1CP;</li> <li>- C22. Recommend product improvements – 1CP;</li> <li>- C23. Make strategic business decisions – 1CP;</li> <li>- C25. Analyse supply chain strategies – 1CP.</li> </ul>
Transversal competences	

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

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

<b>7.2. Specific objectives</b>	<p><i>A. Cognitive objectives cognitive</i></p> <ol style="list-style-type: none"> <li>1. Understanding concepts used in market research;</li> <li>2. Understanding the principles and methods used for market assessment;</li> <li>3. Familiarizing students with the methods and tools used in marketing research</li> <li>4. Familiarizing students with the research plan drafting and implementing</li> <li>5. Familiarizing students with research report drafting</li> </ol> <p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. students should be able to use market information for improving marketing strategies;</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. Marketing research – what is it? How should be used?	2	Lecture	Power Point presentations
2	How to use the quantitative data and qualitative data in market analysis. Quantitative methodology vs. Qualitative methodology.	6	Heuristic conversation	Didactical short movies
3	Quantitative research methods used for market analysis	6	Problem solving	Working forms
4	Qualitative research methods used for market analysis	2	Explanation	
5	Drafting a research plan using a qualitative methodology	4		
6	Statistical analysis of market information by using SPSS	8	Debate	

### Bibliography:

1. Duțu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014
2. Duțu Amalia, Quantitative and qualitative methods for customers' satisfaction assessment – theory and practice., suport de curs pe suport electronic, 2023.
3. Ramees Rahman. M, Safeena P., Customer Needs and Customer Satisfaction, Research Gate Platform, [https://www.researchgate.net/publication/303813023\\_Customer\\_Needs\\_and\\_Customer\\_Satisfaction](https://www.researchgate.net/publication/303813023_Customer_Needs_and_Customer_Satisfaction), 2016
4. NTHIJS, N., STAES, P., Customers Satisfaction Management, European Primer on Customer Satisfaction Management, [http://www.eupan.eu/files/repository/20101215131727\\_EU\\_Primer\\_English\\_FINAL\\_LR.pdf](http://www.eupan.eu/files/repository/20101215131727_EU_Primer_English_FINAL_LR.pdf), 2008
5. Greener S., Business Research Methods, Ventus Publishing ApS, [http://gent.uab.cat/diego\\_prior/sites/gent.uab.cat.diego\\_prior/files/02\\_e\\_01\\_introduction-to-research-methods.pdf](http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf), 2008

8.2. Project		No. of hours	Teaching methods	Observations Resources
1	Seminar minimum requirements and final mark calculation. Discussions on the projects' guide.	2	Heuristic conversation	Power Point presentations
2	Quantitative research methodology. How to draft a research plan. Dissections on the topic.	2		
4	Data analysis using SPSS – descriptive statistics (frequencies, mean values, crosstabs, case reports, graphics and tabs). Research report drafting.	6	Problem solving	Scientific articles
5	Qualitative research methods usage. How to draft an in-depth interview guide and research report. Dissections on the topic.	2	Case studies	SPSS
6	How to use customers' feedback to improve the marketing strategy. How to use customers' satisfaction, customers' loyalty and customers retaining rates for business performance assessment.	2		Short didactic movies

### Bibliography:

1. Duțu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014

2. Duțu Amalia, Project guide- Drafting a market survey plan and a final research report material didactic in format electronic, 2023.
3. Ramees Rahman. M, Safeena P., Customer Needs and Customer Satisfaction, Research Gate Platform, [https://www.researchgate.net/publication/303813023\\_Customer\\_Needs\\_and\\_Customer\\_Satisfaction](https://www.researchgate.net/publication/303813023_Customer_Needs_and_Customer_Satisfaction), 2016
4. Greener S., Business Research Methods, Ventus Publishing ApS, [http://gent.uab.cat/diego\\_prior/sites/gent.uab.cat/diego\\_prior/files/02\\_e\\_01\\_introduction-to-research-methods.pdf](http://gent.uab.cat/diego_prior/sites/gent.uab.cat/diego_prior/files/02_e_01_introduction-to-research-methods.pdf), 2008
5. Oancea, Olimpia, Mihaela Diaconu, and Amalia DUȚU. "Analyzing The Consumer Profiling For Improving Efforts Of Integrated Marketing Communication." *SEA-Practical Application of Science* 4 (2014): 101-108.

**\* NOTES:**

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

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language.	Final evaluation	20%
10.5 Seminar / Project	- active participation during the seminars, solving the case studies;  - compliance with the requirements of the project .	Involvement in seminar activities (case studies, roll playing)	20%
		case study	30%
		project evaluation (quantitative research)	30%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skill C9. Perform data analysis.		

Completion date,  
September 16<sup>th</sup>, 2024

Course teacher,

Seminar/ Project teacher,

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

**SYLLABUS**  
**Decision Making by Methods of Operational Research**  
**2024-2025**

**1. Program information**

1.1	Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	<b>Cycle of studies</b>	Master
1.6	Program of studies	Strategic Management and Business Development

**2. Course information**

2. Course information												
2.1	Name					Decision Making by Methods of Operational Research						
2.2	Course teacher					PhD. Lecturer Maria-Eliza ANTONIU						
2.3	Seminar teacher					PhD. Lecturer Maria-Eliza ANTONIU						
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	mandatory	

**3. Total estimated time**

3.1	Number of hours per week	4	3.2	of which course	2	3.3	<b>S / L / P</b>	1 + 1
3.4	Total hours from curriculum	48	3.5	of which course	24	3.6	<b>S / L / P</b>	12 + 12
<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								40
Preparing seminars, homework, portfolios and essays								40
Tutoring								4
Examinations								2
Other activities								1
3.7	Total hours of individual study	127						
3.8	<b>Total hours per semester</b>	<b>175</b>						
3.9	<b>Number of credits</b>	<b>7</b>						

**4. Prerequisites**

4.1	of curriculum	The basics of Management and Mathematics Applied in Economics
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

**5. Requirements**

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

**6. Specific acquired competences**

Professional competences	<ul style="list-style-type: none"> <li>- C3. Improve business processes – 1CP;</li> <li>- C6. Advise on efficiency improvements – 1CP;</li> <li>- C7. Track key performance indicators – 1CP;</li> <li>- C9. Perform data analysis – 1CP;</li> <li>- C20. Align efforts towards business development – 1CP;</li> <li>- C23. Make strategic business decisions – 1CP;</li> <li>- C25. Analyse supply chain strategies – 1CP.</li> </ul>
Transversal competences	

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

7.1 General objective	<p>The course <b>Decision Making by Methods of Operational Research</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.</p> <p>Developing students' abilities and skills of using the main methods of operational research in decision making on mathematical bases.</p>
7.2 Specific objectives	<p><b>A. Cognitive objectives</b></p> <ol style="list-style-type: none"> <li>1. Knowing and understanding the concept of operational research;</li> <li>2. Working with algorithms specific to decision theory and optimization processes;</li> <li>3. Acquiring linear programming models, graph theory, game theory and decision theory;</li> <li>4. Explaining, interpreting and approaching scientifically the complex problems that occur in company management, in order to develop the best decisions;</li> <li>5. Defining correctly the subject of "<b>Decision Making by Methods of Operational Research</b>" and establishing its connections with other economic sciences.</li> </ol>

	<p><b>B. Procedural objectives</b></p> <ol style="list-style-type: none"> <li>1. Solving applications and case studies related to decision making using algorithms of operational research;</li> <li>2. Identifying concrete situations to apply the methods of operational research;</li> <li>3. Familiarizing students with completing the steps of operational research in solving the problems of an organization;</li> </ol> <p><b>C. Attitudinal objectives</b></p> <ol style="list-style-type: none"> <li>1. Ability to work in a team</li> <li>2. Respectin 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>THE THEORY OF DECISION</b> 1.1 The economic decision-making process 1.2 Methods and management techniques using elements of theory of decision	2	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	<b>LINEAR PROGRAMMING AS MATHEMATICAL METHOD OF SOLVING OPTIMIZATION PROBLEMS</b> 2.1 Economic problems leading in linear programming models 2.2 The mathematical form a problem of P.L. 2.3 Elements on vectorial space 2.4 Solutions of a linear programming problem	2		
3	<b>SIMPLEX PRIMAL ALGORITHM</b> 3.1 The mathematic bases of the Primal Simplex method. Simplex tabel. Algorithm description 3.2 Simplex algorithm for different types of problems	4		
4	<b>DUALITY IN LINEAR PROGRAMMING. SIMPLX DUAL ALGORITHM</b> 4.1 Duality in linear programming 4.2 Simplex dual algorithm	4		
5	<b>THE USE OF LINEAR PROGRAM IN THE PRACTICAL SOLVING OF TRANSPORT PROBLEMS IN LOGISTICS OF THE ENTERPRISE</b> 5.1 Solving transport problems unbalanced type 5.2 Solving balanced type transport problems	4		
6	<b>FORRESTER SIMULATION METHOD IN THE MANAGEMENT OF DYNAMIC SYSTEMS</b> 6.1 Economic-mathematical modeling, the bases of foundation and decision-making 6.2 The Forrester simulation	4		
7	<b>THE USE OF FORRESTER TECHNIQUES IN THE MODELING OF TRANSPORT PROBLEMS</b> 7.1 Transport of primary materials, materials and goods 7.2 The use of Forrester techniques in the management transport undertakings	4		

## Bibliography

1. Grădinaru, D., Antoniu, E., **Decision making by methods of operational research**, Lecture Notes in Electronic Form, 2023;
2. Bresnick Therry, Periu Omar, **Innovative Decision-Making Techniques - A Focussed Approach**, Springer Nature Switzerland, 2022;
3. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, **Managerial economics and organizational architecture**, McGraw-Hill / Irwin, 2009
4. Denis Bouyssou Didier Dubois Marc Pirlot Henri Prade, **Decision-making Process, Concepts and Methods**, John Wiley & Sons, Inc. London, UK, <https://onlinelibrary.wiley.com/doi/pdf/10.1002/9780470611876.fmatter>, 2009
5. Giovanni Parmigiani, Lurdes Y. T. Inoue, Hedibert F. Lopes, **Decision Theory Principles and Approaches**, John Wiley & Sons Ltd, United Kingdom, [https://www.webdepot.umontreal.ca/Usagers/perronf/MonDepotPublic/stf2100/Decision\\_theory.pdf](https://www.webdepot.umontreal.ca/Usagers/perronf/MonDepotPublic/stf2100/Decision_theory.pdf), 2009
6. Panaite C. Nica: **Modele cantitative de fundamentare a deciziilor**, <https://www.researchgate.net/publication/345841485>
7. Sven Ove Hansson, **Decision Theory. A Brief Introduction**, Royal Institute of Technology (KTH) Stockholm [http://web.science.unsw.edu.au/~stevensherwood/120b/Hansson\\_05.pdf](http://web.science.unsw.edu.au/~stevensherwood/120b/Hansson_05.pdf), 2013
8. Susmita Bandyopadhyay, **Decision Support System Tools and Techniques**, 1st , CRC Press Taylor & Francis Group, 2023.

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	The mathematical form a problem of P.L. Solutions of a linear programming problem Methods of solving decisional, multicriterial problems in conditions of certainty, without utilities	1	- Questioning - Debate - Working group - Conversation - Heuristic approach	Case study, homework presentation, check list  Computer assisted instruction, modeling
2	Forms of presentation of a linear programming problem Combined use of the variable variables and artificial variables to obtain the standard work form Switching from canonical form to standard form	2		
3	Simplex algorithm for initial solution problems Simplex algorithm without initial solutions and form restrictions Simplex algorithm without initial solutions and form restrictions $Ax = b, b \geq 0, x \geq 0 / 59$ Simplex algorithm for problems without initial solutions and form restrictions	2		
4	Determining the Optimal Solution of a P.L. through its duality The dual simplex algorithm for dual-core solutions - basic issues Dual simplex algorithm for problems without dual possible basic solution	2		
5	Determining the optimal solution Determining a possible basic, non-generated, initial solution	1		
6	Microstructure of the feedback loop, consideration of the time factor and axioms of the structure Other examples of Forrester simulations The equation model of a dynamic system and basic structures used in building dynamic Flow diagram of a dynamic system	2		
7	The use of Forrester techniques in the management transport undertakings	2		
<b>Project</b> <b>1. Presentation of the company</b> 1.1. Object of activity 1.2. Characterization of the products (services) of the company 1.3. Structural organization 1.4. Possible changes that took place within the company <b>2. Application of management methods and techniques using the decision theory</b> 2.1. Models of LP problems. Explaining a linear program 2.2. The dual simplex algorithm. Obtaining a dual explicit form 2.3. Getting the starting solution. Determining the optimal solution 2.4. Hamiltonian roads and circuits. The problem of optimum value tree 2.5. Deterministic and stochastic models of storage. Determining the safety stock <b>3. Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management</b>		4   		

## 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 Decision making by methods of operational research program*

## 10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	<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 / Project	<ul style="list-style-type: none"> <li>• Attendance and seminar activity - assessment of responses to the questions raised by the teacher and of active participation of each student in the solving of the case studies</li> <li>• Test – solving applications</li> <li>• Project – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed</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>• Test</li> <li>• Oral presentation of the project</li> </ul>	10%  10%  30%
10.6 Minimum standard of performance	1. Communication of information using correctly the scientific language with respect to the field of the methods of operational research 2. Knowledge of the basic concepts pertaining to the discipline “ <i>Decision making by methods of operational research</i> ” 3. The ability to use the methods of stimulating creativity in the modeling of managerial decision		

Completion date  
September 14<sup>th</sup>, 2024

Course teacher,  
PhD. Lecturer Maria-Eliza ANTONIU

Seminar / Project teacher,  
PhD. Lecturer Maria-Eliza ANTONIU

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

# SYLLABUS

## Business Plan for Entrepreneurs, 2024 – 2025

### 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

### 2. Course information

2.1	Name	<b>Business Plan for Entrepreneurs</b>							
2.2	Course teacher	PhD Lecturer Olimpia-Elena-Mihaela OANCEA							
2.3	Seminar / Project teacher	PhD Lecturer Olimpia-Elena-Mihaela OANCEA							
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	E	2.7 Course type mandatory

### 3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	1	3.3	S / L / P	1
3.4	Total hours from curriculum	24	3.5	of which course	12	3.6	S / L / P	12
<b>Time distribution</b>								hours
Study the textbook, course support, bibliography and notes								24
Further reading in the library, on the online platforms and field								24
Preparing seminars, homework, portfolios and essays								16
Tutoring								4
Examinations								4
Other activities								4
3.7	Total hours of individual study	76						
3.8	<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	The basics of Management Techniques and Tools, Marketing Strategies and Politics, Business Development Strategies Through Projects, Negotiation and Partnership
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

### 5. Requirements

5.1	for courses	-
5.2	for seminars / projects	-

### 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>- C4. Integrate strategic foundation in daily performance – 1CP;</li> <li>- C10. Analyse the context of an organisation – 1CP;</li> <li>- C12. Develop company strategies – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC3. Think analytically – 1CP.</li> </ul>

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

7.1. General objective	The course transmits the master students the need to recognize the positive contributions of entrepreneurship to society, to describe the characteristics of successful entrepreneurs and to develop the business plan.
7.2. Specific objectives	<p><b>A. Cognitive objectives cognitive</b></p> <ol style="list-style-type: none"> <li>1. Familiarizing master students with social entrepreneurship and social responsibility.</li> <li>2. Developing entrepreneurial skills in the development of a business plan.</li> <li>3. Assuming the business decision and planning its implementation.</li> </ol> <p><b>B. Procedural objectives</b></p> <ol style="list-style-type: none"> <li>1. Evaluating opportunities and risks specific to business.</li> <li>2. Identifying the strategies for business growth.</li> <li>3. Developing constructive attitudes in various organizational contexts.</li> </ol>

	4. Analyzing and interpreting market information for decision making in business <i>C. Attitudinal objectives</i> 1. Cooperation and teamwork to solve various job tasks; 2. Using specific methods to develop plans of personal and professional development.
--	---

## 8. Course contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	<b>Introduction to entrepreneurship and business planning</b> 1.1 Understanding entrepreneurship 1.2 Importance of a business plan 1.3 Overview of business plans	2	Lecture Heuristic conversation Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	<b>Market research and opportunity analysis</b> 2.1 Conducting market research 2.2 Analyzing market opportunities 2.3 Competitive analysis	2		
3	<b>Business model development</b> 3.1 Understanding business models 3.2 Crafting a value proposition	2		
4	<b>Marketing and sales strategy</b> 4.1 Building a marketing plan 4.2 Target market identification 4.3 Sales and distribution strategy	2		
5	<b>Operational planning</b> 5.1 Organizational structure 5.2 Operations management 5.3 Legal and regulatory considerations 5.4 Financial planning and analysis 5.5 Understanding financial statements 5.6 Creating financial projections	2		
6	<b>Risk Management and contingency planning</b> 6.1 Identifying risks 6.2 Developing contingency plans	2		

### Bibliography:

1. Oancea Olimpia, Business Plan for Entrepreneurs - suport de curs în format electronic, 2024
2. Eric Butow, Jesse Draper, Write Your Business Plan: A Step-By-Step Guide to Build Your Business, Entrepreneur, Press, 2023
3. Rhonda Abrams, Successful Business Plan: Secrets & Strategies, Editura: Planning Shop, 2023
4. Rajesh Jain, Startup to Proficorn: A Private, Bootstrapped, Profitable, and Highly Valuable Venture, Paperback, 2023
5. Walter Grant, Business Plan: A Step-by-Step Guide for Startup Entrepreneurs to Build a Solid Foundation, Attract Investors and Achieve Success, Independently Published, 2020
6. Jim Horan, The One Page Business Plan for the Creative Entrepreneur: The Fastest, Easiest Way to Write a Business Plan, Independently published, 2020
7. Tom Peters, The One Page Business Plan for the Creative Entrepreneur: The Fastest, Easiest Way to Write a Business Plan, Editura: Independently Published, 2020

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

### Bibliography:

1. Oancea Olimpia, Project Guide - Developing a business plan, material didactic în format electronic, 2024

2. Eric Butow, Jesse Draper, Write Your Business Plan: A Step-By-Step Guide to Build Your Business, Entrepreneur, Press, 2023
3. Rhonda Abrams, Successful Business Plan: Secrets & Strategies, Editura: Planning Shop, 2023
4. Rajesh Jain, Startup to Proficorn: A Private, Bootstrapped, Profitable, and Highly Valuable Venture, Paperback, 2023
5. Walter Grant, Business Plan: A Step-by-Step Guide for Startup Entrepreneurs to Build a Solid Foundation, Attract Investors and Achieve Success, Independently Published, 2020
6. Jim Horan, The One Page Business Plan for the Creative Entrepreneur: The Fastest, Easiest Way to Write a Business Plan, Independently published, 2020
7. Tom Peters, The One Page Business Plan for the Creative Entrepreneur: The Fastest, Easiest Way to Write a Business Plan, Editura: Independently Published, 2020

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Cours	<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 Project	<ul style="list-style-type: none"> <li>- Attendance and 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>- Presence</li> <li>- Case study</li> <li>- Homework</li> </ul>	10%  10%  30%
10.6 Minimum performance standard	Knowing and understanding the relevant aspects of developing a business plan		

Completion date,  
September 18<sup>th</sup>, 2024

Course teacher,  
PhD Lecturer Olimpia-Elena-Mihaela OANCEA

Project teacher,  
PhD Lecturer Olimpia-Elena-Mihaela OANCEA

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

**SYLLABUS**  
**STRATEGIES, METHODS AND TECHNIQUES OF SALES DEVELOPMENT**  
**2024-2025**

**1. Program information**

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

**2. Course information**

2. Course information											
2.1	Name				Strategies, Methods and Techniques of Sales Development						
2.2	Course teacher				PhD Assistant Professor Mădălina BRUTU						
2.3	Seminar teacher				PhD Assistant Professor Mădălina BRUTU						
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	mandatory

**3. Total estimated time**

3.1	Number of hours per week	3	3.2	of which course	2	3.3	S / L / P	1
3.4	Total hours from curriculum	36	3.5	of which course	24	3.6	S / L / P	12
<b>Time distribution</b>								hours
Study the textbook, course support, bibliography and notes								36
Further reading in the library, on the online platforms and field								36
Preparing seminars, homework, portfolios and essays								36
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study	114						
3.8	Total hours per semester	150						
3.9	Number of credits	6						

**4. Prerequisites**

4.1. of curriculum	The basics of Management, Commercial Management and Marketing Strategies and Politics.
4.2. of competences	Capacity of analysis, synthesis, divergent thinking

**5. Requirements**

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

**6. Specific acquired competences**

Professional competences	<ul style="list-style-type: none"> <li>- C2. Develop revenue generation strategies – 1CP;</li> <li>- C5. Manage business knowledge – 2CP;</li> <li>- C15. Interpret business information – 2CP;</li> <li>- C22. Recommend product improvements – 1CP.</li> </ul>
Transversal competences	

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

7.1. General objective	Familiarizing master students with the strategies, methods and techniques of sales development.
7.2. Specific objectives	<p><i>A. Cognitive objectives</i></p> <ul style="list-style-type: none"> <li>1. Learning the techniques of sales force sizing;</li> <li>2. Familiarizing students with the tools of developing sales strategies;</li> <li>3. Assuming the most effective sales strategies;</li> <li>4. Learning the techniques in prospecting sales activity;</li> <li>5. Identifying ways to rationalize the sales process;</li> </ul>

	6. Presenting modern sales methods: direct sales and Internet sales; 7. Familiarizing students with the methods and techniques of improving sales activity: strategic diagnosis, Six Sigma, TPS. <i>B. Procedural objectives</i> 1. Managerial theories specific to the field of sales. 2. Identifying some concrete situations to apply the methods and techniques of sales development. <i>C. Attitudinal objectives</i> 1. Respecting the ethics in the profession of seller 2. Cooperation and teamwork to solve various job tasks; 3. Using specific methods to develop plans of personal and professional development.
--	--

## 8. Contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	The sales activity - an essential factor of company competitiveness: the place and role of sales within a company, defining the activity of sales, marketing versus sales	2	Lecture  Heuristic conversation  Problem solving  Explanation  Debate	Demonstration using modern audio-visual means     (short PowerPoint presentations)
2	Types of sales: the main classifications of sales types	2		
3	The philosophy of strategic management of sales: defining the sales strategy, defining the strategic management, approaching the strategic process in sales	2		
4	Forecasts in sales – an essential component of strategic management of sales: the importance of forecasts, their beneficiaries, forecasting methods and models	2		
5	Methods and techniques used in developing sales strategies: SWOT analysis, analysis of competitive external environment, BCG, General Electric, Arthur D. Little	4		
6	Developing some modern types of sales: direct sales and Internet sales	2		
7	Developing sales by the method of diagnosing the managerial resources of the sales subsystem	2		
8	Developing and improving sales activity by the method Total Performance Scorecard	4		
9	Six Sigma – a technique to redesign the sales system	2		
10	Final evaluation	2		

### Bibliography:

1. Brutu M., Managementul vânzărilor (Sales Management), Sitech Publishing House, Craiova, 2009
2. Brutu M., Strategies, Methods and Techniques of Sales Development, electronic support, 2023
3. Brutu M., Tehnici de vânzări (Sales Techniques), University of Pitești Publishing House, Pitești, 2016
4. Burkus D., Under New Management: The Unexpected Truths About Leading Great Organizations. London: Pan Books, 2017
5. Fender M., Pimor Y., Logistique Supply Chain, 7e édition., Dunod, 2016
6. Morgan J., Brenig-Jones M., Lean Six Sigma for Dummies, 3rd Edition, John Wiley & Sons Chichester, 2016
7. Outi Ihanainen-Rokio, Value of the Balanced Scorecard for Organizational Communication in Knowledge-Intensive Firms, Jyväskylä University Printing House, Jyväskylä 2014, <https://www.pdfdrive.net/value-of-the-balanced-scorecard-for-organizational-jyx-d9147230.html>
8. Pande P., Neuman R., Cavanagh R., Six Sigma, ALL Publishing House, Bucharest, 2009
9. Popescu Nirvana., Electronic Commerce. Basics and More, Universitară Publishing House, București, 2012
10. Rampersad H.K., Total Performance Scorecard, Didactic and Pedagogical Publishing House, Bucharest, 2005.
11. Robinson-Easley, Christopher Anne. Beyond Diversity and Intercultural Management., First edition.. New York : Palgrave Macmillan, 2014
12. Rumelt, Richard P., Good Strategy, Bad Strategy : the Difference and why it Matters. Richard Rumelt. London : Profile Books, 2017
13. Sales Management - Teamwork, Leadership, and Technology 6th ed. Instructor's Manual.doc, <https://www.scribd.com/doc/146769958/Sales-Management-Teamwork-Leadership-and-Technology-6th-ed-Instructor-s-Manual-doc>
14. Shaffie S, Lean Six Sigma (McGraw-Hill 36-Hour Courses), 2012

15. Surinder Singh Kundu, Sales Management, <https://www.topfreebooks.org/free-sales-and-marketing-books/>

16. Tauseef A. , Total Quality Management and Six Sigma, Published by InTech Janeza Trdine 9, 51000 Rijeka, Croatia, 2012, <https://www.pdfdrive.net/total-quality-management-and-six-sigma-d15310003.html>

17. \*\*\*\* MTD Trening, Sales Presentation Techniques, <https://www.pdfdrive.net/sales-presentation-techniques-d10528425.html>

18. <http://asq.org/sixsigma/>

19. <http://www.balanced-scorecard.ro/>

20. <http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/>

21. <http://www.productivity.ro/ro/six-sigma/>

22. <http://www.rma.org.in/editor/uploads/files/six-sigma.pdf>

23. [www.balancedscorecard.org](http://www.balancedscorecard.org)

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

**Bibliography:**

1. Brutu M., Managementul vânzărilor (Sales Management), Sitech Publishing House, Craiova, 2009

2. Brutu M., Strategies, Methods and Techniques of Sales Development, electronic support, 2023

3. Brutu M., Tehnici de vânzări (Sales Techniques), University of Pitești Publishing House, Pitești, 2016

4. Burkus D., Under New Management: The Unexpected Truths About Leading Great Organizations. London: Pan Books, 2017

5. Fender M., Pimor Y., Logistique Supply Chain, 7e édition., Dunod, 2016

6. Morgan J., Brenig-Jones M , Lean Six Sigma for Dummies, 3rd Edition, John Wiley & Sons Chichester, 2016

7. Outi Ihanainen-Rokio, Value of the Balanced Scorecard for Organizational Communication in Knowledge-Intensive Firms, Jyväskylä University Printing House, Jyväskylä 2014, <https://www.pdfdrive.net/value-of-the-balanced-scorecard-for-organizational-jyx-d9147230.html>

8. Pande P., Neuman R., Cavanagh R., Six Sigma, ALL Publishing House, Bucharest, 2009

9. Popescu Nirvana., Electronic Commerce. Basics and More, Universitară Publishing House, București, 2012

10. Rampersad H.K., Total Performance Scorecard, Didactic and Pedagogical Publishing House, Bucharest, 2005.

11. Robinson-Easley, Christopher Anne. Beyond Diversity and Intercultural Management., First edition.. New York : Palgrave Macmillan, 2014

12. Rumelt, Richard P., Good Strategy, Bad Strategy : the Difference and why it Matters. Richard Rumelt. London : Profile Books, 2017

13. Sales Management - Teamwork, Leadership, and Technology 6th ed. Instructor's Manual.doc, <https://www.scribd.com/doc/146769958/Sales-Management-Teamwork-Leadership-and-Technology-6th-ed-Instructor-s-Manual-doc>

14. Surinder Singh Kundu, Sales Management, <https://www.topfreebooks.org/free-sales-and-marketing-books/>

15. Tauseef A. , Total Quality Management and Six Sigma, Published by InTech Janeza Trdine 9, 51000 Rijeka, Croatia, 2012, <https://www.pdfdrive.net/total-quality-management-and-six-sigma-d15310003.html>

16. \*\*\*\* MTD Trening, Sales Presentation Techniques, <https://www.pdfdrive.net/sales-presentation-techniques-d10528425.html>

17. <http://asq.org/sixsigma/>

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

**\* NOTES:**

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

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

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

Note: *The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre* evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	<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	10%
		Final evaluation	50%
10.5 Seminar	<ul style="list-style-type: none"> <li>- attendance and active participation during the seminars, solving the case studies;</li> <li>- compliance with the requirements of the project .</li> </ul>	Attendance Evaluating student's products and interventions during the seminars	10%
		Evaluating student's participation in project making and presentation	30%
10.6 Minimum performance standard	The students should be able to explain the basic concepts of the discipline and to apply the main methods and techniques of sales development.		

Completion date,  
September 16<sup>th</sup>, 2024

Course teacher,  
PhD Associate Professor Mădălina BRUTU

Seminar teacher,  
PhD Associate Professor Mădălina BRUTU

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

**SYLLABUS**  
**Discursive Practices in Business. Applied Competencies**  
**2024-2025**

**1. Program information**

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitesti University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

**2. Course information**

2. Course information											
2.1	Name					Discursive Practices in Business. Applied Competencies					
2.2	Course teacher					-					
2.3	Seminar teacher					PhD Lecturer TOMA Smaranda Nicoleta Cristina					
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	colloquy / verification	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	24	3.5	of which course	-	3.6	<b>S / L / P</b>	24
<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								24
Preparing seminars, homework, portfolios and essays								24
Tutoring								3
Examinations								2
Other activities								3
3.7	Total hours of individual study	76						
3.8	<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, Rhetoric and Argumentation in the Organizational Environment
4.2. of competences	Capacity of analysis, synthesis, divergent thinking

**5. Requirements**

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

**6. Specific acquired competences**

Professional competences	<ul style="list-style-type: none"> <li>- C11. Perform business analysis – 1CP;</li> <li>- C19. Liaise with managers – 1CP;</li> <li>- C21. Create a work atmosphere of continuous improvement – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC1. Use communication and collaboration software – 1CP.</li> </ul>

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

7.1. General objective	As the global economy grows, companies from different countries increasingly have to work, trade and communicate with each other. Therefore, communication in an international language becomes imperative. English is often the language used for this communication.
------------------------	--

	<p>These seminars helps students to understand the principles of business communication; to produce accessible, well designed every day writing and compelling presentations and speeches; to prepare and project high quality presentations and speeches; to listen and speak during normal business activities such as meetings, interviews, telephone conversation or negotiations; to adapt written and oral communication skills for achieving leading strategic business goals.</p> <p>These seminars help students improve their written and oral communications so they will be better equipped to accomplish their educational and professional goals. Students master effective business communication in multiple forms: from written materials to oral presentations and command of body language.</p>
<b>7.2. Specific objectives</b>	<p>The seminars also cover discursive techniques, the composition, structure and how to deliver presentations. They also address other issues like body language, visuals, and interaction with the audience.</p> <p>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>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

<b>8.2. Seminar</b>		<b>No. of hours</b>	<b>Teaching methods</b>	<b>Observations Resources</b>
1.	<b>INTRODUCTION IN DISCURSIVE PRACTICES IN BUSINESS</b> 1.1. Reading: Understanding the Principles of Business Communication 1.2. Essential Principles for Successful Results in Business Communications (informing and influencing your target audience by building skills in writing, speaking, negotiation, media and leadership) 1.3. Vocabulary Practice 1.4. Comprehension Check 1.5. Assessment	<b>2</b>	Conversation  Listening, reading, writing and vocabulary exercises, role-plays, comprehension questions, individual work	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.)  Computer assisted instruction, modeling
2.	<b>WELCOMING YOUR AUDIENCE</b> 2.1. Audio: Introducing Yourself and the Topic 2.2. Audio: Opening a Presentation. Structuring a Presentation 2.3. Audio: Getting the Audience's Attention 2.4. Vocabulary Practice 2.5. Comprehension Check 2.6. Assessment	<b>2</b>	Reflection exercises  Debate  Explanation  Teamwork	
3.	<b>GIVING PRESENTATIONS AND CONDUCTING MEETINGS</b> 3.1. Reading: Writing a Winning Presentation 3.2. Reading: Designing Effective Visual Aids (charts and illustrations) 3.3. Communicating the Narrative or Corporate Storyline 3.4. Video: Clear and to the Point: Psychological Principles for Compelling PowerPoint Presentations 3.5. Vocabulary Practice 3.6. Comprehension Check 3.7. Assessment	<b>4</b>	Project presentations  Demonstration using specific teaching materials	
4.	<b>TONE, DICTION, PERSUASION, CLARITY AND BODY LANGUAGE</b> 4.1. Reading: Active versus Passive Communication 4.2. Discussion: Purpose, Audience, Discourse Communities 4.3. Video: Body Language 4.4. Audio: Tone, Diction, Persuasion, and Clarity 4.5. Vocabulary Practice 4.6. Comprehension Check 4.7. Assessment	<b>4</b>		

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

#### **Bibliography:**

1. Ashley, A., 2013, Oxford Handbook of Commercial Correspondence (New Edition), Oxford University Press.
2. Barghiel, V. et al., 2013, English for Business Administration, Bucharest: Economică.
3. Duckworth, M., 2013, 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., 2012, Intercultural Business Communication, Oxford University Press.
6. Grussendorf, Marion, 2011, English for Presentations, Express Series, Oxford University Press.
7. Lewis-Schätz, Sarah, Stüchting, Dorte, 2006, Engleza de afaceri, Niculescu: Bucharest.
8. Littlejohn, A., 2015, Business Correspondence, Fourth Edition, Cambridge University Press.
9. Marcheteau, M., Berman, J.P., Savio, M, 2016, Engleza comercială, Niculescu: Bucharest.
10. 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).
11. Năstăsescu Violeta, 2009, Dicționar economic englez-român, român-englez, Niculescu: Bucharest.
12. Simoni Smaranda, 2023, 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 (available on the e-learning platform).
13. \*\*\* English for Meetings. Oxford Express Series, Oxford University Press.
14. \*\*\* English for Negotiating. Oxford Express Series, Oxford University Press.
15. \*\*\* Business Communication, Harvard Business School Essentials, Harvard Business School Press.
16. \*\*\* 2026, Encyclopedia of Rhetoric, Oxford University Press.
17. \*\*\* 2021, Cambridge Business English Dictionary, Cambridge University Press.
18. \*\*\* 2021, International Business English Dictionary, Harper Collins Publishers: Glasgow.

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

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

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	-	-	-
10.5 Seminar	- attendance and active participation during the seminars; - assimilation degree of specialized language;	Evaluating student's products and interventions during the seminars	40%
	- compliance with the requirements of the project ;	Evaluating student's participation in project making and presentation	40%
	- an oral and written examination: the quality and consistency of treating subjects.	Final evaluation	20%
10.6 Minimum performance standard	Minimum requirements: the pass mark 5 is granted provided that the student demonstrated mastery of basic knowledge of discursive practices in business, throughout the semester.		

Completion date,  
September 18<sup>th</sup>, 2024

Seminar teacher,  
PhD Lecturer Smaranda Nicoleta Cristina TOMA

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

**SYLLABUS**  
**Methodology of scientific research in order to elaborate the dissertation thesis**  
**2024-2025**

**1. Program information**

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

**2. Course information**

2. Course information												
2.1	Name					Methodology of scientific research in order to elaborate the dissertation thesis						
2.2	Course teacher					-						
2.3	Seminar / Project teacher					PhD Associate Professor Amalia Viorica DUȚU						
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	colloquy / verification	2.7	Course type	mandatory	

**3. Total estimated time**

3.1	Number of hours per week	1	3.2	of which course	-	3.3	S / L / P	1
3.4	Total hours from curriculum	12	3.5	of which course	-	3.6	S / L / P	12
<b>Time distribution</b>								hours
Study the textbook, course support, bibliography and notes								10
Further reading in the library, on the online platforms and field								10
Preparing seminars, homework, portfolios and essays								12
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study	38						
3.8	Total hours per semester	50						
3.9	Number of credits	2						

**4. Prerequisites**

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

**5. Requirements**

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

**6. Specific acquired competences**

Professional competences	<ul style="list-style-type: none"> <li>- C11. Perform business analysis – 1CP;</li> <li>- C16. Identify undetected organisational needs – 1CP.</li> </ul>
Transversal competences	

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

7.1. General objective	Acquiring skills for developind a scientific reasearch project
7.2. Specific objectives	<p><i>A. Cognitive objectives</i></p> <ul style="list-style-type: none"> <li>1. Understanding and learning the basic problems of the scientific research methodology;</li> <li>2. Acquiring the main methods of scientific research in the field of economic sciences.</li> </ul>

	<p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. Developing skills for applying scientific research techniques and instruments to concrete situations;</li> <li>2. Self-evaluation of learning and results of scientific research activity.</li> </ol> <p><i>C. Attitudinal objectives</i></p> <ol style="list-style-type: none"> <li>1. Respecting the ethics;</li> <li>2. Developing a proactive attitude towards the role of research activity.</li> </ol>
--	---

## 8. Contents

8.2. Project		No. of hours	Teaching methods	Observations Resources	
1.	Scientific research theory	1	Conversation	Short PowerPoint presentations	
2.	Ethical issues in research	1			
3.	The structure of a scientific paper	1			
4.	Defining the research problem	1	Debate	Personal computers and software	
5.	Documenting the research and the literature review	1			
6.	Research methods in economics	2	Explanation		
7.	Collecting and analyzing data	2			Reflection exercises
8.	Qualitative and quantitative data analysis	2			
9.	Formulating conclusions	1			
<b>Bibliography:</b>					
1. Blumberg, B., Cooper, D.R., Schindler, P.S., Business Research Methods, McGraw Hill, 2011 ( <a href="https://allbookserve.org/downloads/cooper_and_schindler_business_research_methods.pdf">https://allbookserve.org/downloads/cooper_and_schindler_business_research_methods.pdf</a> )					
2. Kumar, R., Research methodology. A step-by-step guide for beginners, 3 <sup>rd</sup> edition, SAGE Publications, 2011 ( <a href="http://www.sociology.kpi.ua/wp-content/uploads/2014/06/Ranjit_Kumar-Research_Methodology_A_Step-by-Step_G.pdf">http://www.sociology.kpi.ua/wp-content/uploads/2014/06/Ranjit_Kumar-Research_Methodology_A_Step-by-Step_G.pdf</a> )					
3. Walliman, N., (editor), Research Methods: The Basics, Taylor & Francis e-Library, 2011 ( <a href="https://edisciplinas.usp.br/pluginfile.php/2317618/mod_resource/content/1/BLOCO%202_Research%20Methods%20The%20Basics.pdf">https://edisciplinas.usp.br/pluginfile.php/2317618/mod_resource/content/1/BLOCO%202_Research%20Methods%20The%20Basics.pdf</a> )					

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

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

## 10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	-	-	-
10.5 Project	- the ability to use assimilated knowledge; - the correctness and completeness of the used knowledge.	Homework and project	60%
		Student attendance and evaluating student's products and interventions during the seminars	20%
		Final evaluation	20%
10.6 Minimum performance standard	Knowledge of the basic concepts of the discipline and the explanation of the interdependencies between them.		

Completion date,  
September 21<sup>st</sup>, 2024

Seminar / Project teacher,  
PhD Associate Professor Amalia Viorica DUȚU

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

## SYLLABUS

### Strategies and Policies for Sustainable Business Development, 2024-2025

#### 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

#### 2. Course information

2. Course information					Strategies and Policies for Sustainable Business Development							
2.1	Name				PhD Lecturer Smaranda Nicoleta Cristina TOMA							
2.2	Course teacher				PhD Lecturer Smaranda Nicoleta Cristina TOMA							
2.3	Seminar teacher				PhD Lecturer Smaranda Nicoleta Cristina TOMA							
2.4	Year of studies	II	2.5	Semester	2	2.6	Evaluation type	colloquy / verification	2.7	Course type	Optional	

#### 3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	1	3.3	S / L / P	1
3.4	Total hours from curriculum	24	3.5	of which seminar	12	3.6	S / L / P	12
<b>Time distribution</b>								76 hours
Study the textbook, course support, bibliography and notes								30
Further reading in the library, on the online platforms and field								20
Preparing seminars, homework, portfolios and essays								20
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study	76						
3.8	<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	The basics of Environmental Management, Quality Management, and Strategic Management, studied during the Bachelor cycle.
4.2. of competences	Capacity of analysis, synthesis, divergent thinking

#### 5. Requirements

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

#### 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>- C7. Track key performance indicators – 1CP;</li> <li>- C13. Monitor company policy – 1CP;</li> <li>- C20. Align efforts towards business development – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC7. Work in an organized way – 1CP.</li> </ul>

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

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

7.2. Specific objectives	<p><u><i>A. Cognitive objectives cognitive</i></u></p> <ol style="list-style-type: none"> <li>1. Understanding the role of sustainable strategies and policies in business development;</li> <li>2. Understanding the principles, criteria and directions of sustainable development in business;</li> <li>3. Familiarizing students with the methods and tools of analysis specific to the sustainable development management of a company</li> <li>4. Familiarizing students with the development and implementation stages of some reports and studies necessary in the sustainable management of organizations.</li> </ol> <p><u><i>B. Procedural objectives</i></u></p> <ol style="list-style-type: none"> <li>1. Identifying some concrete situations to apply the theories and principles of strategic management in sustainable development of organizations;</li> <li>2. Collecting and processing data from documentary sources and alternative current activity, developing skills to use the methods, techniques and research tools for making strategic models of sustainable business development.</li> </ol> <p><u><i>C. Attitudinal objectives</i></u></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	<p><b>Principles and criteria for sustainable development in business: briefings on specific sustainable development topics from a business perspective</b></p> <ol style="list-style-type: none"> <li>1.1. Business and sustainable development               <ol style="list-style-type: none"> <li>1.1.1. What is a sustainable business?</li> <li>1.1.2. A three-stage journey from environmental compliance, through environmental risk management, to long-term sustainable development strategies</li> </ol> </li> <li>1.2. Corporate social responsibility (CSR)</li> <li>1.3. Integrated Product Policy</li> <li>1.4. Climate Change and Energy               <ol style="list-style-type: none"> <li>1.4.1. Voluntary schemes</li> <li>1.4.2. The Greenhouse Gas Protocol</li> </ol> </li> <li>1.5. Trade: multilateral environmental agreements (MEAs) and the WTO.</li> </ol>	2	<p>Lecture</p> <p>Heuristic conversation</p> <p>Problem solving</p> <p>Explanation</p> <p>Debate</p>	<p>Demonstration using modern audio-visual means (short PowerPoint presentations)</p>
2	<p><b>Strategies and tools: how to incorporate the principle of sustainability into everyday business activities</b></p> <ol style="list-style-type: none"> <li>2.1. Guiding principles               <ol style="list-style-type: none"> <li>2.1.1. The CERES principles</li> <li>2.1.2. The International Chamber of Commerce (ICC) Business Charter</li> <li>2.1.3. The GoodCorporation accreditation scheme</li> <li>2.1.4. Sustainable business practices: IISD's checklist</li> <li>2.1.5. Factor four</li> <li>2.1.6. The triple bottom line</li> </ol> </li> <li>2.2. Business tools               <ol style="list-style-type: none"> <li>2.2.1. By-product synergy and industrial ecology</li> <li>2.2.2. Cleaner production</li> <li>2.2.3. Design for environment</li> <li>2.2.4. Eco-efficiency</li> <li>2.2.5. Energy efficiency</li> <li>2.2.6. Environmentally-conscious manufacturing</li> <li>2.2.7. The four Rs</li> <li>2.2.8. Green procurement</li> <li>2.2.9. Performance contracting</li> <li>2.2.10. Pollution prevention</li> <li>2.2.11. Zero-emission processes</li> </ol> </li> <li>2.3. Systems &amp; standards               <ol style="list-style-type: none"> <li>2.3.1. Environmental management systems (EMSs)</li> <li>2.3.2. The ISO 14001 standard</li> <li>2.3.3. The European Eco-Management and Audit Scheme (EMAS)</li> </ol> </li> </ol>	2		

	2.3.4. Environment, health and safety (EHS) programs 2.3.5. SA 8000 2.3.6. Life-cycle assessment 2.3.7. Total cost assessment 2.3.8. Total Quality Environmental Management (TQEM) 2.3.9. The Natural Step program 2.3.10. Value-driven approaches: Hoshin Kanri, Kaizen, Poka-Yoke, Multi-disciplinary optimization (MDO) 2.4. Business Strategy for Sustainable Development 2.4.1. Sustainable development: a business definition 2.4.2. Implications for business 2.4.3. Practical considerations 2.4.4. Positive signs of change 2.4.5. Enhancing management systems 2.4.6. Management leadership			
3	<b>The market of ecologic products and sustainable consumption: business opportunities arising from sustainable development</b> 3.1. The eco-entrepreneur 3.1.1. Demand 3.1.2. The supply side: finding and assessing new technologies 3.1.3. Business incubators 3.2. Green consumers 3.2.1. Marketing 3.2.2. How to compete 3.2.3. Leadership 3.2.4. Action plan for a competitive strategy 3.3. Eco-labeling 3.3.1. Benefits of eco-labeling 3.3.2. Challenges to eco-labeling 3.3.3. The eco-labeling scheme for the European Union: the 'Flower' mark 3.3.4. The ISO 14000 series of environmental standards 3.4. Raising money for sustainable enterprises	2		
4	<b>Sustainable banking and investment: how sustainable development is being approached by the financial services industry</b> 4.1. Sustainable banking 4.2. Sustainable investment	2		
5	<b>Objectives and principles of the economic pillar of sustainable development in Romania. Implementing the National Strategy for Sustainable Development in Romania and Agenda 2030</b> 5.1. EU Sustainable Development Strategy 5.2. The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030 5.3. The 2030 Agenda for Sustainable Development	2		
6	<b>Standardization in environmental management in Romania. The advantages of implementing the environmental management system and ecolabelling</b> 6.1. Standardization in environmental management: ISO 9000, ISO 14000, ISO 14001 certificates in Romania 6.2. The European Eco-Management and Audit Scheme (EMAS) as a tool for improving environmental performance and business performance 6.3. The European Ecolabel (the Flower mark) in Romania	2		
<b>Bibliography:</b> Brunel Syvie, Le development durable, Presses Universitaires de France, 2004. Crocker D., Criteria for Sustainable Development, University of Arizona Press, Tucson, 2002. Danchian Anca, Evaluări ale dezvoltării durabile în România (Reviews of Sustainable Development in Romania), ASE Publishing House, Bucharest, 2003. Danciu V., Marketingul ecologic. Etica verde a producției și consumului (Environmental Marketing. Green Ethics in Production and Consumption), Economic Publishing House, Bucharest, 2006. Gheorghe Moisii Maria, Târziu Eugenia, Managementul strategic al dezvoltării durabile în organizații (Strategic				

Management of Sustainable Development in Organizations), Romanian Journal of Information and Automation, vol. 22, nr. 1, 2012, p. 45-60.

Kaplan R.S., Norton, D.P., Using the Balanced Scorecard as a Strategic Management System, Harvard Business Review, 2007.

Kotler Philip, Roberto Ned, Lee Nancy, Social Marketing. Improving the Quality Life, SAGE Publication, California, 2002.

Negrei C., Economia și politica mediului (Economy and Environmental Policy), ASE Publishing House, Bucharest, 2004.

Nicolau Margareta et al., Balanced Scorecard și strategia durabilă a întreprinderii (Balanced Scorecard and the Sustainable Strategy of a Company), National Research and Development Institute for Industrial Ecology - ECOIND, Bucharest, 2013.

Olaru Marieta, Schweig, K., H., Sandru, D., Qualitätsmanagement in Business, 2. Auflage, Economic Publishing House, Bucharest, 2012.

Pohoanță I., Filosofia economică și politica dezvoltării durabile (The Economic Philosophy and the Sustainable Development Policy), Economic Publishing House, Bucharest, 2003.

Rojanschi V., Bran Fl., Grigore Fl., Elemente de economie și managementul mediului (Elements of Economy and Environmental Management), Economic Publishing House, Bucharest, 2004.

**Simoni Smaranda, Strategies and Policies for Sustainable Business Development – Course Support for the Master Program Strategic Management and Business Development, 2023 (available on the e-learning platform).**

Stoian Mirela, Ecomarketing, ASE Publishing House, Bucharest, 2003.

Swanson D., Pintér L., Bughea F., Volkery A., Jacob K., National Strategy for Sustainable Development. Challenges, Approaches and Innovations in Strategic and Coordinated Action, Unigraphics Winnipy, Manitofa, 2004.

Vadineanu Angheluța, Dezvoltare durabilă. Teorie și practică (Sustainable Development. Theory and Practice), University of Bucharest Publishing House, 2000.

Vatanen, L., EU Sustainable Development Strategy, Vlewa-Liaison Agencz Flanders Europe, 2009.

Vasile, V., Zaman, Gh. (coord.), Dezvoltarea durabilă (Sustainable Development), Expert Publishing House, Bucharest, 2005.

Zaman Gh., Gherasm Z., Criterii și principii ale dezvoltării durabile din punctul de vedere al resurselor acesteia (Criteria and Principles of Sustainable Development in Terms of its Resources), AGIR Bulletin, nr. 4/2006.

\*\*\*IISD's Business and Sustainable Development: A Global Guide, BSD Global, International Institute for Sustainable Development, 2002.

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

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

\*\*\*EU EUROSTAT, Measuring Sustainable Europe.

\*\*\*OECD, Sustainable Development: The Critical Issues, OECD, Paris.

\*\*\*OECD, Strategies for Sustainable Development: Practical Guidance for Development Cooperation, Paris: OECD.

\*\*\*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.

\*\*\*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 international concerns on sustainable development: - The first UN conference on environmental issues, Stockholm, 1972 - Brundtland Report of the World Commission on Environment and Development (CMED), 1987 - United Nations Conference on Environment and Development, Rio de Janeiro, 1992: Earth Charter declaration and action plan Agenda 21 - National Action Program on environmental protection in Central and Eastern Europe, Lucerne, 1993 - World Summit on Sustainable Development, Johannesburg, UN 2002	2	Conversation  Problem solving  Reflection exercises  Debate  Explanation  Teamwork	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.)      Computer assisted instruction, modeling

	<ul style="list-style-type: none"> <li>- The European Union Strategy on Sustainable Development</li> <li>- The Lisbon strategy on sustainable development</li> <li>- The three Es of sustainable development</li> <li>- The 2030 Agenda for Sustainable Development and the new global sustainable development goals</li> </ul>		Project presentations	
2	Developing reports and studies necessary in the sustainable management of organizations - applications	2		
3	Methods to correlate the organization strategy with the management system of sustainable development: the SWOT analysis, the Balanced Scorecard (BSC) and the Goal-Question-Metric (GQM)	2		
4	Model of strategic map on sustainable business (perspectives on organizational performance and pillars of sustainable development)	1		
5	Case studies on standardization in environmental management (ISO 9000, ISO 14000, ISO 14001 certificates)	1		
6	Designing studies, plans and programs to improve the activity of the manufacturing companies / distributors of organic products – applications	1		
7	Performance indicators of the European Union on sustainable consumption and production	1		
8	Analyzing indicators of sustainable development (UN, Eurostat, EUROSTAT existing in Romania) - applications	1		
9	Debates and case studies regarding the implementation of the National Strategy for Sustainable Development in Romania <ul style="list-style-type: none"> <li>- The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030</li> <li>- The regional development policy and the sustainable development. Local Agenda 21 and Agenda 2030</li> <li>- Sustainable development and the structural funds</li> </ul>	1		

#### Bibliography:

Danchian Anca, Evaluări ale dezvoltării durabile în România (Reviews of Sustainable Development in Romania), ASE Publishing House, Bucharest, 2003.

Danciu V., Marketingul ecologic. Etica verde a producției și consumului (Environmental marketing. Green Ethics in Production and Consumption), Economic Publishing House, Bucharest, 2006.

Florescu Margareta et al., Managementul proiectelor. Dezvoltare durabilă (suport de curs) Project Management. Sustainable Development (course support), University Babeș-Bolyai Cluj-Napoca.

Gheorghe Moisii Maria, Târziu Eugenia, Managementul strategic al dezvoltării durabile în organizații (Strategic Management of Sustainable Development in Organizations), Romanian Journal of Information and Automation, vol. 22, nr. 1, p. 45-60, 2012.

Kaplan R.S., Norton, D.P., Using the Balanced Scorecard as a Strategic Management System, Harvard Business Review, 2007.

Nicolau Margareta et al., Balanced Scorecard și strategia durabilă a întreprinderii (Balanced Scorecard and the Sustainable Strategy of a Company), National Research and Development Institute for Industrial Ecology - ECOIND, Bucharest, 2013.

**Simoni Smaranda, Strategies and Policies for Sustainable Business Development – Course Support for the Master Program Strategic Management and Business Development, 2023 (available on the e-learning platform).**

Vataneu, L., EU Sustainable Development Strategy, Vlewa-Liaison Agencz Flanders Europe, 2009.

Vasile, V., Zaman, Gh. (coord.), Dezvoltarea durabilă (Sustainable Development), Expert Publishing House, Bucharest, 2005.

\*\*\*IISD's Business and Sustainable Development: A Global Guide, BSD Global, International Institute for Sustainable Development, 2002.

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

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

\*\*\*EU EUROSTAT, Measuring Sustainable Europe.

\*\*\*The Rio Declaration endorsed by the UNGA in resolution 47/190 of 22 December 1992.

\*\*\*OUG 34/17.04.2000 on organic food.

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

#### \* NOTES:

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

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

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

*Note: The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.*

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	<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  Final evaluation	20%  20%
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  Evaluating student's participation in project making and presentation	20%  40%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: A1, A2, B2, C1.		

Completion date,  
September 15<sup>th</sup>, 2024

Course teacher,  
PhD Lecturer Smaranda Nicoleta TOMA

Seminar teacher,  
PhD Lecturer Smaranda Nicoleta TOMA

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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

## SYLLABUS

## Tertiary Sector Development Strategies, 2024-2025

## 1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
1.2. Faculty	Faculty of Economics and Law
1.3. Department	Management and Business Administration
1.4. Field of studies	Management
1.5. Cycle of studies	Master
1.6. Program of studies	Strategic Management and Business Development

## 2. Course information

2.1	Name	Tertiary Sector Development Strategies									
2.2	Course teacher										
2.3	Seminar teacher										
2.4	Year of studies	II	2.5	Semester	2	2.6	Evaluation type	colloquy / verification	2.7	Course type	Optional

## 3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	1	3.3	S / L / P	1
3.4	Total hours from curriculum	24	3.5	of which seminar	12	3.6	S / L / P	12
<b>Time distribution</b>								76 hours
Study the textbook, course support, bibliography and notes								30
Further reading in the library, on the online platforms and field								20
Preparing seminars, homework, portfolios and essays								20
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study	76						
3.8	Total hours per semester	100						
3.9	Number of credits	4						

## 4. Prerequisites

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

## 5. Requirements

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

## 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>- C7. Track key performance indicators – 1CP;</li> <li>- C13. Monitor company policy – 1CP;</li> <li>- C20. Align efforts towards business development – 1CP;</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>- TC7. Work in an organized way – 1CP.</li> </ul>

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

7.1. General objective	The course "Tertiary Sector Development Strategies" provides the master students with a conceptual framework on the basics of the tertiary sector development strategies, highlighting the priority areas and strategic objectives for the sustainable development of services in Romania.
7.2. Specific objectives	<p><i>A. Cognitive objectives</i></p> <ol style="list-style-type: none"> <li>1. Knowing and understanding the different concepts specific to the macroeconomic policies in the tertiary sector.</li> <li>2. Describing the concepts, theories and methodologies to collect, process and analyze the data regarding the development strategies of the tertiary sector.</li> <li>3. Applying strategic and tactical actions within the company, according to its core policy.</li> </ol>

	<p><b>B. Procedural objectives</b></p> <ol style="list-style-type: none"> <li>1. Developing systems, capabilities and strategies for sustainable service development.</li> <li>2. Developing comparative analyzes for a project of service development project.</li> <li>3. Applying macroeconomic policies to different development regions.</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 services.</li> <li>2. Managing a positive and responsible attitude toward the role and importance of services in the economic and social activity.</li> <li>3. The ability to have an ethical behavior in front of tourists, business partners, employees.</li> </ol>
--	--

## 8. Contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	The content of development and the importance of development strategies 1.1. The concept of development. Evolution of theories and development models 1.2. Indicators to measure the economic development 1.3. Development strategies: definitions, importance, delimitations	2	Lecture  Heuristic conversation  Problem solving  Explanation  Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	Developing development strategies for the tertiary sector 2.1. The political and legal environment 2.2. The economic environment 2.3. The socio-cultural environment 2.4. The technological environment	2		
3.	Development services and strategies 3.1. Services - a major component of modern economies 3.2. Analysis of tertiary sector evolution in Romania 3.3. The importance of services and the strategic objectives to develop the tertiary sector in Romania	2		
4.	Local (regional) development strategies and their impact on services 4.1. Objectives of strategies and specific types of local economic development programs 4.2. General rules to develop regional strategies 4.3. Romania's regional economic development	2		
5.	Marketing strategies in services 5.1. The market strategy 5.2. Strategies specific to the marketing mix 5.3. Strategic marketing planning	2		
6.	The sustainable development of services 6.1. Definitions and strategies in the field of sustainable development 6.2. Services and sustainability 6.3. The sustainable tourism	2		
<b>Bibliography:</b> 1. Anghelache, Constantin, <i>România 2022, Starea economică sub impactul crizelor</i> , Editura Economică, București, 2022 2. Antonescu Daniela, <i>Dezvoltarea regională. Teorie și practică</i> , Editura Lumen, Iași, 2019 3. Băc Dorin Paul, <i>Turismul și dezvoltarea durabilă: realități, provocări, oportunități</i> , Editura Economică, București, 2013 4. Bobîrcă Ana, <i>Serviciile în economia dematerializată. De la model de dezvoltare la strategii de firmă</i> , Editura Economică, București, 2011. 5. Cojocariu Steliana, <i>Strategii în turism și servicii</i> , Editura Universitară, București, 2010 6. Dincă Dragoș Valentin, <i>Serviciile publice locale din România. Evoluție și reforme</i> , Editura C.H. Beck, București, 2013. 7. Ioncică Maria, Popescu Delia, Petrescu Eva-Cristina, Panait-Ioncică Diana, <i>Strategii de dezvoltare a serviciilor</i> , Editura ASE, București, 2019 8. Iuhas Valeriu, <i>Dezvoltarea economică regională</i> , Editura Emia, Deva, 2018 9. Mătușescu Constanța, Gila Claudia, <i>Puterile regionale și locale în Uniunea Europeană</i> , Editura Universul Juridic, București, 2011 10. Nistoreanu Bogdan Gabriel, <i>Management strategic. Noțiuni, teorii, ipoteze</i> , Editura ASE, București, 2019 11. Sava Cipriana, <i>Strategii de dezvoltare a activității de turism</i> , Editura Eurostampa, Timișoara, 2010. 12. Sava Cipriana, <i>Turismul în contextul dezvoltării regionale durabile</i> , Editura Eurostampa, Timișoara, 2010 13. Siminică Marian, Ladaru Georgiana-Raluca, Marin Florian, Petre Ionuț Laurențiu, <i>Dezvoltarea durabilă în perspectiva Agendei 2030</i> , Editura Economică, Bucuresti, 2022.				

14. Tanțău Adrian Dumitru, <i>Managementul strategic. De la teorie la practică. Ediția a III-a</i> , Editura C.H. Beck, București, 2011				
15. <a href="http://www.europa.eu">www.europa.eu</a>				
16. <a href="http://www.gdrc.org">www.gdrc.org</a>				
17. <a href="http://www.wto.org">www.wto.org</a>				
8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	Organizational seminar: presenting the objectives of the course, the competencies and the project	2	Conversation Problem solving Reflection exercises Debate Explanation Teamwork Project presentations	Studiu de caz, aplicații practice, Project presentations
2	Calculating and interpreting the human development index	2		
3	The correlation between the degree of economic development by regions	2		
4	Calculating and interpreting the economic indicators of service specialization and competitiveness	2		
5	Calculating and interpreting the financial indicators for substantiating a service development project	2		
6	Final evaluation	2		
<b>Bibliography:</b>				
1. Anghelache, Constantin, <i>România 2022, Starea economică sub impactul crizelor</i> , Editura Economică, București, 2022				
2. Antonescu Daniela, <i>Dezvoltarea regională. Teorie și practică</i> , Editura Lumen, Iași, 2019				
3. Cojocariu Steliana, <i>Strategii în turism și servicii</i> , Editura Universitară, București, 2010				
4. Constantin Daniela Luminița, <i>Economie regională. Teorii, modele, politici</i> , Editura ASE, București, 2010				
5. Ionică Maria, Popescu Delia, Petrescu Eva-Cristina, Panait-Ionică Diana, <i>Strategii de dezvoltare a serviciilor</i> , Editura ASE, București, 2019				
6. Iuhas Valeriu, <i>Dezvoltarea economică regională</i> , Editura Emia, Deva, 2018				
7. Nistoreanu Bogdan Gabriel, <i>Management strategic. Noțiuni, teorii, ipoteze</i> , Editura ASE, București, 2019				
8. Sava Cipriana, <i>Strategii de dezvoltare a activității de turism</i> , Editura Eurostampa, Timișoara, 2010				
9. Tanțău Adrian Dumitru, <i>Managementul strategic. De la teorie la practică. Ediția a III-a</i> , Editura C.H. Beck, București, 2011				
10. World Bank, <i>Human Development Report</i>				
11. <a href="http://www.europa.eu">www.europa.eu</a>				
12. <a href="http://www.insse.ro/cms/rw/pages/index.ro.do">www.insse.ro/cms/rw/pages/index.ro.do</a>				
13. <a href="http://www.gdrc.org">www.gdrc.org</a>				
14. <a href="http://www.wto.org">www.wto.org</a>				

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

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language.	Test papers during the semester	10%
		Final evaluation	20%
10.5 Seminar	- active participation during the seminars, solving the case studies;  - compliance with the requirements of the project .	Evaluating student's products and interventions during the seminars	30%
		Evaluating student's participation in project making and presentation	40%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: A1, A2, B2, C1.		

Completion date,  
September 18<sup>th</sup>, 2024

Course teacher,

Seminar teacher,

Approval date in  
Department Council,  
September 27<sup>th</sup>, 2024

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

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