

# SYLLABUS

## 1. Information regarding the program

1.1 Higher education institution	<b>University of Oradea</b>
1.2 Faculty	<b>Faculty of Economic Sciences</b>
1.3 Department	<b>Management-Marketing Department</b>
1.4 Field of study	<b>Management</b>
1.5 Cycle of study	<b>Cycle II – Master</b>
1.6 Program of study /Degree	<b>Advanced Management/ Master Degree</b>

## 2. Information regarding the discipline

2.1 Name of discipline	<b>Strategic Management</b>						
2.2 Course titleholder	Prof. Elena BOTEZAT, Ph. D.						
2.3 Seminar titleholder	Prof. Elena BOTEZAT, Ph. D.						
2.4 Year of study	I	2.5 Semester	2	2.6 Type of assessment	Ex	2.7 Type of discipline	I

(I) Compulsory; (O) Elective; (F) Facultative

## 3. Estimated total time (hours/semester of activities)

3.1 Number of hours/week	3	out of which: 3.2 course	2	3.3 seminar	1
3.4 Total of hours in the Curriculum	42	out of which: 3.5 course	28	3.6 seminar	14
<b>Distribution of hours:</b>					
Studying the course book, workbook and recommended bibliography					28
Supplementary documentation in the library, on electronic specialty sites and in the field					14
Preparing seminars, themes, projects, portfolios and essays					10
Tutorship					10
Assessment activities					21
Other activities					0
3.7 Total hours of individual study	<b>83</b>				
3.9 Total hours/semester	<b>125</b>				
3.10 Number of credits	<b>5</b>				

## 4. Pre-requisites (if applicable)

4.1 Curriculum	n.a.
4.2 Skills	n.a.

## 5. Conditions (if applicable)

5.1. concerning the course activities	Course room equipped with projector and whiteboard
5.2. concerning the seminar/laboratory activities	<ul style="list-style-type: none"> <li>• Seminar room equipped with projector and whiteboard;</li> <li>• Internet access;</li> <li>• Access to library for bibliographic documentation.</li> </ul>

<b>6. Specific skills acquired</b>	
<b>Professional skills</b>	<ul style="list-style-type: none"> <li>▪ Identifying, describing thoroughly and communicating concepts and theories on strategic management in a multicultural business environment</li> <li>▪ Collection, integrated analysis and thorough interpretation of information on the organization; developing actual arguments for interpreting real situations related to organizations;</li> <li>▪ Identifying, describing thoroughly and communicating the implementation modalities of strategies;</li> <li>▪ Collecting, analysing and detailed interpreting of various information in order to explain the managerial processes; shaping the economic phenomena and processes</li> </ul>
<b>Transversal Skills</b>	<ul style="list-style-type: none"> <li>• Achieving independently or with the group the complex tasks / objectives in developing and implementing international projects under time pressure, in conditions of uncertainty, risk and multiculturalism, and enforcement of norms and professional ethics and values for decision.</li> <li>• Planning and organizing human resources within a group/an organization in terms of acceptance of diversity of opinion and culture, and of critical attitudes; their critically-constructive evaluation</li> <li>• Assuming the need for continuous training to create prerequisites for career progression and adaptation of one's own professional, managerial and communication skills to the dynamics of the national and international business environment</li> </ul>

### 7. Objectives of discipline (resulting from the grid of specific skills acquired)

7.1 General objective of discipline	Presentation of principals, theories and contemporary approaches in strategic management in order to develop analytical thinking and developing skills for objective assessment, based on scientific criteria.
7.2 Specific objectives	<ol style="list-style-type: none"> <li>1. Knowledge and understanding: <ul style="list-style-type: none"> <li>• building capacity of knowledge, appreciation and valuing different ways of thinking and action;</li> <li>• using in correct form concepts, categories, concepts specific to Strategic Management;</li> </ul> </li> <li>2. Explanation and interpretation: <ul style="list-style-type: none"> <li>• explaining and interpreting ideas, theories and practical examples seen in their historical sequence and confrontations between them;</li> <li>• explaining and interpreting the effects of ideas, theories and economic actions;</li> </ul> </li> <li>3. Instrumental – applied skills: <ul style="list-style-type: none"> <li>• Intellectual skills: independent study, conducting a scientific research method based on "team work" completed by a report;</li> <li>• Communication skills (dialogue, debate, public presentation etc.).</li> <li>• developing and using skills of cooperation and joint activity to solve a task under the guidance of the teacher training and skills to make decisions, accountability etc.</li> </ul> </li> <li>4. Attitude: <ul style="list-style-type: none"> <li>• empowering own cognitive approach in strategic management, own views on the theories and decisions presented;</li> <li>• training of critical-reflective thinking, stimulating expression and personal opinions argumentation;</li> <li>• fostering and promoting learning environment based on values, ethics and social responsibility;</li> <li>• forming a positive and responsible behaviour.</li> </ul> </li> </ol>

### 8. Contents

8.1 Course (C)	Teaching methods	Observations
8.1.1. The Strategic Management Process	Lecture, discussion, questioning, problem-solving, debate, deduction, illustration;	
8.1.2. The Strategy-Making Tasks		
8.1.3. Situation Analysis in Strategy-Making (role and methods)		
8.1.4. Competitor Analysis	Power-point slides presentation using video-projector.	
8.1.5. SWOT Analysis		
8.1.6. Generic Types of Competitive Strategy		

8.1.7. Strategy and Competitive Advantage		
8.1.8. Matching Strategy to the Situation		
8.1.9. From Single-Business Concentration to Divesification		
8.1.10. Techniques for Analyzing Diversified Companies		
8.1.11. Implementing Strategy: Organization-Building and Budgets		
8.1.12. Implementing Strategy: Support Systems		
8.1.13. Implementing Strategy: Commitment, Culture and Leadership		
8.1.14. Strategy Review, Evaluation and Control		

### **Bibliography:**

#### **Course book/Workbook:**

- Botezat E., (2018), *Strategic Management*, handbook, Oradea
- Botezat E., (2007), *Management strategic*, Editura Universității din Oradea, Oradea
- Băcanu B., (1998), *Management strategic*, Editura Teora, București
- Botezat E. (2003), *Strategii manageriale în turism*, Editura Economică, București
- Fred R. David (1997). *Strategic Management*, 7th ed. Merrill Publishing Company
- Thompson A. A., Strickland A. J. (1993). *Strategic Management: Concepts and cases*, Richard D. Irwin Inc.

#### **Supplementary documentation:**

#### **Primary sources:**

*Will be recommended at each course.*

#### **Secondary sources:**

1. *Perspectives on Strategy from The Boston Consulting Group* (1998). Carl W. Stern and George Stalk, Jr. (Eds). John Wiley & Sons.
2. *The Balanced Scorecard: Translating Strategy into Action* (1996). Robert S. Kaplan and David P. Norton. Harvard Business School Press.
3. *The New Strategists* (1995). Stephen J. Wall and Shannon Rye Wall. Free Press.
4. *The Management Compass: Steering the Corporation Using Hoshin Planning* (1995). Michele Bechtell. American Management Association.
5. *Managing In A Time of Great Change* (1995). Peter F. Drucker. Truman-Talley/Dutton Books.
6. *Managing the Unknowable: Strategic Boundaries Between Order and Chaos in Organizations* (1992). Ralph D. Stacey. Jossey-Bass.
7. *The Art of The Long View* (1991). Peter Schwartz. Currency Doubleday.
8. *Managing Strategic Investment Decisions in Large Diversified Companies* (1988). Paul Marsh, Patrick Burwise, Kathryn Thomas, Robin Wensley. London Business School.
9. *The Little Black Book of Budgets and Forecasts* (1988). Michael C. Thomsett. American Management Association.
10. *Planning Strategies That Work* (1987). Arnaldo C. Hax. Oxford University Press.
11. *Strategic Planning and Management Handbook* (1987). William King and David Cleland. Van Nostrand Reinhold.
12. *Implementing Strategy* (1984). Lawrence G. Hrebiniak and William F. Joyce. Macmillan Publishing Company.
13. *Decision Making at The Top: The Shaping of Strategic Direction* (1983). Gordon Donaldson and Jay Lorsch. Basic Books.
14. *The Mind of the Strategist: The Art of Japanese Business* (1982). Kenichi Ohmae. McGraw-

Hill.		
8.2 Seminar (S)	Teaching methods	Observations
<p>8.2.1. Key Terms in Strategic Management. Stages in Strategic Management.</p> <p>8.2.2. The Strategic-Management Model</p> <p>8.2.3. Strategic Management in different types of organizations (multinational corporations, small business, non-profit and governmental organizations)</p> <p>8.2.4. The Benefits of Strategic Management</p> <p>8.2.5. Gaining the Competitive Advantage</p> <p>8.2.6. Forecasting Tools and Techniques in Strategic Management</p> <p>8.2.7. Strategy Analysis and Choice</p> <p>8.2.8. Implementing Strategies</p> <p>8.2.9. Creating a Strategy-Supportive Culture</p> <p>8.2.10. Marketing Issues in Strategy Implementation</p> <p>8.2.11. Finance/Accounting Issues in Strategy Implementation</p> <p>8.2.12. Research and Development Issues in Strategy Implementation</p> <p>8.2.13. A Strategy-Evaluation Framework</p> <p>8.2.14. Characteristics of an Effective Evaluation and Control System</p>	<p>Questioning, debate, deduction, examples, comment text, team work, essays, tests</p>	
<p><b>Bibliography:</b></p> <p><b>Course book/Workbook:</b></p> <ul style="list-style-type: none"> <li>- Botezat E., (2018), <i>Strategic Management</i>, handbook, Oradea</li> <li>- Botezat E., (2007), <i>Management strategic</i>, Editura Universității din Oradea, Oradea</li> <li>- Băcanu B., (1998), <i>Management strategic</i>, Editura Teora, București</li> <li>- Botezat E. (2003), <i>Strategii manageriale în turism</i>, Editura Economică, București</li> <li>- Fred R. David (1997). <i>Strategic Management</i>, 7th ed. Merrill Publishing Company</li> <li>- Thompson A. A., Strickland A. J. (1993). <i>Strategic Management: Concepts and cases</i>, Richard D. Irwin Inc.</li> </ul> <p><b>Supplementary documentation:</b></p> <p><b>Primary sources:</b> <i>Will be recommended at each course.</i></p> <p><b>Secondary sources:</b></p> <ol style="list-style-type: none"> <li>1. <i>Perspectives on Strategy from The Boston Consulting Group</i> (1998). Carl W. Stern and George Stalk, Jr. (Eds). John Wiley &amp; Sons.</li> <li>2. <i>The Balanced Scorecard: Translating Strategy into Action</i> (1996). Robert S. Kaplan and David P. Norton. Harvard Business School Press.</li> <li>3. <i>The New Strategists</i> (1995). Stephen J. Wall and Shannon Rye Wall. Free Press.</li> <li>4. <i>The Management Compass: Steering the Corporation Using Hoshin Planning</i> (1995). Michele Bechtell. American Management Association.</li> <li>5. <i>Managing In A Time of Great Change</i> (1995). Peter F. Drucker. Truman-Talley/Dutton Books.</li> <li>6. <i>Managing the Unknowable: Strategic Boundaries Between Order and Chaos in</i></li> </ol>		

- Organizations* (1992). Ralph D. Stacey. Jossey-Bass.
7. *The Art of The Long View* (1991). Peter Schwartz. Currency Doubleday.
  8. *Managing Strategic Investment Decisions in Large Diversified Companies* (1988). Paul Marsh, Patrick Burwise, Kathryn Thomas, Robin Wensley. London Business School.
  9. *The Little Black Book of Budgets and Forecasts* (1988). Michael C. Thomsett. American Management Association.
  10. *Planning Strategies That Work* (1987). Arnolddo C. Hax. Oxford University Press.
  11. *Strategic Planning and Management Handbook* (1987). William King and David Cleland. Van Nostrand Reinhold.
  12. *Implementing Strategy* (1984). Lawrence G. Hrebiniak and William F. Joyce. Macmillan Publishing Company.
  13. *Decision Making at The Top: The Shaping of Strategic Direction* (1983). Gordon Donaldson and Jay Lorsch. Basic Books.
  14. *The Mind of the Strategist: The Art of Japanese Business* (1982). Kenichi Ohmae. McGraw-Hill.

**9. Corroboration of the contents of the discipline with the expectations of the epistemic community, professional associations and employers representing the field of study of the program**

Course and seminar contents are in according with expectations of the epistemic community representatives, related to similar discipline from other Romanian universities (Academy of Economic Studies - Faculty of Business Administration in foreign languages, Babes-Bolyai University - Faculty of Business, "Alexandru Ioan Cuza" University - Faculty of Economics and Business Administration etc.), and other EU universities (University of Oxford, University College London, The London School of Economics and Political Science etc.); course contents are correlated with expectations of professional associations and representative of economic employees and economic environment.

**10. Assessment**

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course (C)	Knowledge and understanding the content of courses	<b>Compulsory attendance/frequency - 80%</b> <b>Final Exam</b> (written): <b>50%</b> - Multiple choice test and theoretical evaluation: <b>Continuos Evaluation: 50%</b> - based on <b>multiple-choice tests</b> , individual activities: <b>project</b> (essay), debate, text comments, team work.	50%
10.5 Seminar (S)	Understanding the principals, theories and contemporary approaches in strategic management in order to develop analitical thinking and developing skills for	Evaluation based on multiple-choice tests, individual and group activities: debate, text comments, team work, essays.  Developing a PROJECT	50%

	objective assessment, based on scientific criteria	(essay) based on bibliographic documentation (documentation of the library, computer documentation), following the rules of scientific ethics and public presentation of project prepared.	
10.6 Laboratory (L)	-	-	-
10.7 Project (P)	-	-	-
10.8 Practical works (P)	-	-	-
10.9 Minimum performance standard			
<ul style="list-style-type: none"> <li>- Defining and illustrating concepts used in Strategic Management;</li> <li>- Characterization of main strategies used in business;</li> <li>- Developing a project (essay) based on bibliographic documentation (documentation of the library, computer documentation), following the rules of scientific ethics and public presentation of project prepared;</li> <li>- Supporting arguments to apply a personal professional development plan.</li> </ul>			

<b>Date</b>	<b>Course titleholder:</b>	<b>Seminar titleholder:</b>
24.09.2019	<b>Prof. Elena-Aurelia BOTEZAT, PhD</b> E-mail address: ebotezat@uoradea.ro	<b>Prof. Elena-Aurelia BOTEZAT, PhD</b> E-mail address: ebotezat@uoradea.ro

**Director of Department,**

**Assitant-prof. Maria-Madela ABRUDAN, PhD**

**Date of approval in the Department:**

**27.09.2019**

**Contact data<sup>1</sup>:**

University of Oradea, Faculty of Economic Sciences, Department of Management-Marketing  
Universității 1, Building Corp F, floor 1, room E118  
Zip code 410087, Oradea, Bihor, Romania  
Tel.: 0259-408401;  
E-mail: [steconomice@uoradea.ro](mailto:steconomice@uoradea.ro)  
Web page: <http://steconomiceuoradea.ro>

**Dean,**

**Associate Professor Adriana GIURGIU, PhD**

**Date of approval in The Council of the Faculty of**

**Contact data<sup>2</sup>:**

<sup>1</sup> State the contact information (telephone, e-mail, web page, etc) of the academic institution beneficiary of the *Syllabus*

<sup>2</sup> State the contact information (telephone, e-mail, web page, etc) of the academic institution beneficiary of the *Syllabus*

**Economic Sciences:** University of Oradea, Faculty of Economic Sciences, Department of Management-Marketing  
Universității 1  
**30.09.2019** Zip code 410087, Oradea, Bihor, Romania  
Tel.: 0259-408109; Fax: 0259-408409  
E-mail: [steconomice@uoradea.ro](mailto:steconomice@uoradea.ro)  
Web page: <http://steconomiceuoradea.ro>