

SYLLABUS
Academic year 2024 - 2025
Year of Study III / Semester I

1. Information about the study program

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| 1.1. University | „1 Decembrie 1918” University of Alba Iulia |
| 1.2. Faculty | Faculty of Economics |
| 1.3. Department | Business Administration and Marketing |
| 1.4. Field of study | Business Administration |
| 1.5. Cycle of Study | Bachelor |
| 1.6. Academic program / Qualification/ ESCO Code | Business Administration / 242102 Process improvement specialist, 242104 Process manager, 242110 Specialist in planning, control, and reporting of economic performance; ESCO Code 2421 - Management and Organisation |

2. Information of course matter

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|---------------------------|------------|-----------------------------|--|---|----------|--|-----------|
| 2.1. Course | | Strategic Management | | 2.2. Subject code | | BA 317.3 | |
| 2.3. Course leader | | | Assistant. PhD. Ciolomic Ioana-Andreea | | | | |
| 2.4. Seminar Tutor | | | Assistant. PhD. Ciolomic Ioana-Andreea | | | | |
| 2.5. Year of study | III | 2.6. Semester | I | a)Type of Evaluation (E – final exam/ CE - colloquy examination / CA -continuous assessment) | E | 2.8. Type of course (C– Compulsory, Op – optional, F - Facultative) | Op |

3. Total estimated time (teaching hours per semester)

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|--|-----------|------------|-----------|-------------------------|-----------|
| 3.1. Number of hours per week | 4 | 3.2 course | 2 | 3.3 seminar/laboratory | 2 |
| 3.4 Total number of hours in the curriculum | 56 | 3.5 course | 28 | 3.6. seminar/laboratory | 28 |
| Time distribution | | | | | Hours |
| a. Study based on textbook, course support documentation, bibliography, and notes | | | | | 30 |
| b. Additional documentation in libraries, through specialized databases and field activities | | | | | 17 |
| c. Preparing seminars/laboratories, essays, portfolios and reports. | | | | | 20 |
| d. Tutoring | | | | | - |
| e. Assessment (examinations) | | | | | 2 |
| f. Other academic activities (study visits, mentoring, projects) | | | | | - |

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| 3.7 Total hours for individual study (a+b+c) | 67 |
| 3.8 Total hours of university activities (d+e+f+3.4) | 58 |
| 3.9 Total hours per semester (3.7+3.8) | 125 |
| 3.10 Number of credits | 5 |

4. Prerequisites (where applicable)

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| 4.1. curriculum-based | N/A |
| 4.2. competence-based | N/A |

5. Requisites (where applicable)

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| 5.1. course-related | Room equipped with video projector/board. |
| 5.2. seminar/laboratory-based | Room equipped with video projector/board. |

6. Specific competences to be acquired (chosen by the course leader from the programme general competences grid)

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| Competences/Study results | C1. Knowledge, understanding of the basic concepts, theories and methods of the field and area of specialization; their proper use in professional communication C2 Using basic knowledge to explain and interpret various types of concepts, situations, processes, projects, etc. associated with the field C3 Application of basic principles and methods for solving well-defined problems/situations, typical of the field in conditions of qualified assistance C4 Appropriate use of standard evaluation criteria and methods, in order to assess the quality, merits and limits of processes, programs, projects, concepts, methods and theories C5 Developing professional projects with the use of established principles and methods in the field |
| Transversal competences | - |

7. Course objectives (as per the programme specific competences grid)

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| 7.1 General objective | <i>Ability to initiate and carry out activities meant to support an efficient strategic management process by gathering and using the required resources.</i> |
| 7.2 Specific objectives | <i>Understanding the use of strategic management concepts like strategy, sustainable competitiveness, strategic management process, resources and competencies, etc. Develops proper skills to enable the student to identify the cause of problems and provide appropriate solutions to specific issues. Familiarization with the market trends and the future perspective of strategic management.</i> |

8. Course contents

| 8.1 Course | Teaching methods | Remarks |
|--|---|----------------|
| <i>Course 1: An Introduction to Strategic Management:</i> <ul style="list-style-type: none"> • Familiarizing students with the structure and general objectives of the discipline. • Presentation of the main themes and topics addressed during the semester. • Presenting assessment criteria and expectations for participation and active engagement. | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 2: The process of strategic management</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 3: Strategic Analysis – Evaluating the Macro-environment</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 4: Strategic Analysis – Industry Analysis</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 5: Strategic Analysis – The organization: value-creating activities</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 6: Strategic Analysis – Internal Environment: a resource-based view of strategy</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 7: Strategy Formulation - Business Strategy</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 8: Strategy Formulation - Corporate Strategy</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 9: Strategy Formulation - International Strategy</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 10: Strategy Implementation – Organizational Structures and Strategic Change</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 11: Strategy Implementation – Strategic Leadership</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |

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| <i>Course 12: Strategy Implementation – Corporate Governance and Corporate Social Responsibility</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 13: Strategy Evaluation – Strategy Review, Evaluation, and Control</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| <i>Course 14: Course review, remarks for the final assessment</i> | <i>Lecture, conversation, exemplification</i> | <i>2 hours</i> |
| Bibliography | | |
| 1. David, F., 2013, Strategic management. Concepts and cases, Pearson/Prentice Hall, USA. | | |
| 2. Dârja (Cordoş) Mălina, Management strategic, suport de curs, Seria Didactica, 2017. | | |
| 3. Dess, G., 2007, Strategic management: text and cases, McGraw-Hill/Irwin, USA. | | |
| 4. Hitt, M., Hoskisson, R., Ireland, D., 2007, Management of strategy. Concepts and cases, Thomson, USA. | | |
| 5. Mellahi, K., 2010, Global strategic management, Oxford University Press, UK. | | |
| 6. Pearce, J., 2007, Formulation, implementation and control of competitive strategy, McGraw-Hill/Irwin, USA. | | |
| 7. Wheelen, T., Hunger, D., 2006, Strategic management and business policy, Pearson Education, USA. | | |
| 8.2. Seminar | Teaching methods | Remarks |
| <i>Seminar 1: Introductory class</i> | <i>Student introductions Subject presentation</i> | <i>2 hours</i> |
| <i>Seminar 2: Doordash – in search of profitability</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 3: Costco Wholesale Corporation – market expansion and global strategy</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 4: Strategic Management at Zhujiang Iron and Steel Company</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 5: Jio And Facebook- Adding Value Through An Alliance</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 6: Amazon Marketplace- Sustaining Strategic Innovation</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 7: Strategic Management at AcademyOne - Growth towards an exit strategy</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 8: Eastman Kodak Company- Reviving Through Diversification</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 9: Apple Computer Inc - Apple Watch- Managing Innovation Resistance</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 10: Ikea and Kika</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 11: General Motors India</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 12: Kaufland vs Lidl</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 13: Samsonite Corporation</i> | <i>Case studies analysis</i> | <i>2 hours</i> |
| <i>Seminar 14: Drawing final conclusions, project presentation, and providing the seminar scores.</i> | <i>Interactive seminar</i> | <i>2 hours</i> |
| Bibliography | | |
| 1. Bresser, R., Hitt, M., Heuskel, D., 2006, Winning strategies in a deconstructing world, John Wiley&Sons, USA. | | |
| 2. David, F., 2013, Strategic management. Concepts and cases, Pearson/Prentice Hall, USA. | | |
| 3. Mellahi, K., 2010, Global strategic management, Oxford University Press, UK. | | |

9. Corroboration of course contents with the expectations of the epistemic community’s significant representatives, professional associations and employers in the field of the academic programme

This discipline will actively contribute by strengthening the student's practical skills in strategic management because during the courses will be invited experienced managers and employees who will share their success by providing useful examples and situations faced by them during their careers.

Professors in this field, working in other departments or universities, practitioners and consultants participated in the discussions regarding the content of the course.

10. Assessment

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| Activity | 10.1 Evaluation criteria | 10.2 Evaluation methods | 10.3 Percentage of final grade |
|----------|--------------------------|-------------------------|--------------------------------|

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| 10.4 Course | <i>Knowledge of theoretical and practical elements regarding strategic management</i> | <i>Written exam. To pass the exam students must solve correctly at least half of the exam subjects.</i> | 70% |
| 10.5 Seminar/laboratory class | <i>Discussing the study cases Building and presenting projects Class participation.</i> | <i>Seminar-activity portfolio (AP)</i> | 30% |
| <p>10.6 Minimum performance standard:</p> <ul style="list-style-type: none"> - It is necessary to obtain a minimum grade of 5 (five) in order to pass this subject; - The grades being granted are between 1 (one) and 10 (ten); - Students must approach each element (question, problem) within the exam sheet; - The exam is written and takes approximately 120 minutes; - Writing a project proposal based on a given structure, that includes the basic specific elements - The course and seminar/laboratory activities are carried out exclusively in a face-to-face format, according to national and university/faculty regulations, and according to the decision of the course professor, these aspects being communicated to students in the first two weeks from the beginning of the semester. In order to pass the subject, it is mandatory for students to attend at least 75% of the seminars/laboratories, face-to-face. - In order to pass the subject, it is mandatory to take the evaluation test. | | | |

Fill in date:
16.09.2024

Course leader signature
Assist. Ciolomic Ioana Andreea, PhD

Seminar tutor signature
Assist. Ciolomic Ioana Andreea, PhD

Approval date in department
16.09.2024

Department director's signature,
Assoc. Prof. PhD. Maican Silvia