

**SYLLABUS**  
2025/2026  
2nd Year of Study/ Second Semester

**1. Information on academic programme**

1.1. University	"1 Decembrie 1918"
1.2. Faculty	Faculty of Science
1.3. Departament	Economic Science and Business Administration
1.4. Field of study	Business Administration
1.5. Cycle of Study	Master
1.6. Academic programme / Qualification/ ESCO	<b>Cod COR/ ISCO-8: 2422 Specialiști în domeniul politicilor administrative</b> <b>242213 Expert accessing European structural and cohesion funds</b> <b>242217 Expert in Business Information</b> <b>242222 Business Information Analyst</b> <b>242232 Sustainable Development Expert</b> <b>Cod ESCO:</b> <b>24 - Business and administration professionals</b> <b>242 - Administration professionals</b> <b>2421 – Management and organisation analysts</b> <b>2421.1 – Business Analyst</b> <b>2421.2 – Business Consultant</b> <b>2422.2 – Community Development Officer</b>

**2. Information of Course Matter**

2.1. Course	Conflict Management		2.2. Subject code	BA225			
2.3. Course Leader/ Seminar Tutor	PhD. Lecturer Dârja Mălina						
2.4. Seminar Tutor	PhD. Lecturer Dârja Mălina						
2.5. Academic Year	II	2.6. Semester	II	2.7. Type of Evaluation (E – final exam/C-examination /VP)	C	2.8. Type of course (C– Compulsory, Op – optional, F - Facultative)	C

**3. Course Structure (Weekly number of hours)**

3.1. Weekly number of hours	3	3.2. course	2	3.3. seminar, laboratory	1
3.4. Total number of hours in the curriculum	42	3.5. course	28	3.6. seminar, laboratory	14
Allocation of time:					hours
a. Individual study of readers					47
b. Documentation (library)					20
c. Home assignments, Essays, Portfolios					10
d. Tutorials					2
e. Assessment (examinations)					2
f. Other activities.....					2

3.7 Total number of hours for individual study	77
3.8. Total number of hours for university activities	48
3.9 Total number of hours per semester	125
3.10 Number of ECTS	5

**4. Prerequisites (where applicable)**

4.1. curriculum-based	-
4.2. competence-based	

**5. Requisites (where applicable)**

5.1. course-related	<ul style="list-style-type: none"> <li>- for courses: slides, informative materials</li> <li>- for students: edited course support</li> <li>- technical equipment: laptop, video projector</li> </ul>
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5.2. seminar/laboratory-based	- for seminar: informative materials - technical equipment: laptop, video projector
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**6. Specific competences to be acquired (chosen by the course leader from the programme general competences grid)**

Professional competences	<p>S1. Creative application of research and problem-solving techniques in business management;</p> <p>S2. Development of studies and economic reports;</p> <p>S4. Ability to act independently and creatively in addressing and solving problems, to objectively and constructively assess critical situations, to creatively solve economic problems and to communicate results in a demonstrative way.;</p> <p>S5. Leadership skills and a strong commitment to own professional development;</p> <p>S6. Establishing systems, capabilities and strategies for developing and diversifying the business environment;</p> <p>S7. Establishing the business plan, the strategies, the specific plans and programs, the necessary procedures, as well as identifying and applying corrective measures in order to achieve the expected objectives in the best possible conditions;</p> <p>S8. Understanding the importance of developing business strategies that generate a sustainable and healthy growth;</p> <p>S18. Familiarizing Master's degree students with organizational resources management in accordance with the newest concepts used in the field of business management;</p> <p>S20. Elaborating general organization development strategies (marketing and promotion strategies, etc.); developing studies and analysis, as well as technical-economic, organizational and efficiency opportunities for the specific activities of an organization;</p>
Transversal competences	<p>TS1. Development of logical and cognitive analysis mechanisms necessary for business management;</p> <p>TS2. Contextual integration of business management issues into the current dynamics of the economy;</p> <p>TS3. Applying the principles, norms and values of professional ethics within your own rigorous, efficient and responsible work strategy;</p> <p>TS6. Ability to work independently and/or in a team, to identify solutions for problem solving and specific business management issues;</p> <p>TS11. Developing logical and cognitive analysis mechanisms that are necessary for business management;</p> <p>TS12. Ability to work independently and/or in a team, to identify solutions for solving problems and issues related to business management and development.</p>

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

7.1 General objectives of the course	The course major objective is to develop a design for the effective management of conflict at various levels in an organization.
7.2 Specific objectives of the course	<p>(1) to define what conflict (generally) and organisational conflict (particular) is;</p> <p>(2) to identify what the reasons for conflict and to associate them with different types of conflict ;</p> <p>(3) to learn how to better understand conflict and the way to react/ solve it, through study cases, reflection, and discussion;</p> <p>(4) to learn how to apply solving strategies in organisation management.</p>

**8. Course contents**

8.1 Course (learning units)	Teaching methods	Remarks
1. Introduction to conflict. Types of conflict	Lecture Conversation	Students may use printed course support or other library resources for information <b>2 hours</b>
2. Consequences of conflict	Lecture Conversation	Students may use printed course support or other library resources for information <b>2 hours</b>

3. Organisational conflict	Lecture Conversation Video support Analyses, case studies	Students may use printed course support or other library resources for information <b>2 hours</b>
4. Functional and dysfunctional outcomes of conflict	Lecture Conversation Exemplifications Problem solving Opponent dialogue	Students may use printed course support or other library resources for information <b>2 hours</b>
5. Sources of conflict	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information <b>2 hours</b>
6. Levels form conflict manifestation.	Lecture Conversation Analyses, case studies	Students may use printed course support or other library resources for information <b>2 hours</b>
7. Styles of handling interpersonal conflict	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information <b>2 hours</b>
8. Model of two styles	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information <b>2 hours</b>
9. Model of three styles	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information <b>2 hours</b>
10. Model of four styles	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information <b>2 hours</b>
11. Model of five styles	Lecture Problem solving	Students may use printed course support or other library resources for information <b>2 hours</b>
12. Thomas- Kilmann Instrument (TKI)	Lecture Conversation Exemplifications Problem solving	Students may use printed course support or other library resources for information <b>2 hours</b>
13. Final discussions	Lecture Conversation Exemplifications Video support Analyses, case studies	Students may use printed course support or other library resources for information <b>2 hours</b>
14. Final discussions	Lecture Conversation Exemplifications Video support Analyses, case studies	Students may use printed course support or other library resources for information <b>2 hours</b>

References:

Mălina Dârja, Conflict management. Class materials, electronic format (available at the University Library), 2025  
Stephan Proksch, Conflict Management, Springerlink, 2016  
David Liddle, Managing Conflict: A Practical Guide to Resolution in the Workplace, 2017  
M. Afzalur Rahim, Managing Conflict in Organizations, QUORUM BOOKS, SUA, 2001

<b>Seminars-laboratories</b>	<b>Teaching methods</b>	
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S1. General information about the class.  2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
S2. Types of conflict. Consequences of conflict 2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
S3. Organisational conflict  2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
S4. Styles of handling interpersonal conflict 2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
S5. Models of handling conflict  2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
S6. Models of handling conflict  2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
S7. Final paper presentation  2 hours	Final paper presentation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader 2 hours
<b>References</b> Mălina Dârja, Conflict management. Class materials, electronic format (available at the University Library), 2025 Stephan Proksch, Conflict Management, Springerlink, 2016 David Liddle, Managing Conflict: A Practical Guide to Resolution in the Workplace, 2017 M. Afzalur Rahim, Managing Conflict in Organizations, QUORUM BOOKS, SUA, 2001		

**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**

The content of this file and implicitly of the course is the result of consulting information related to the business environment requirements, requirements that we became aware of during meetings with representatives of the business environment within the CEAC committees for the study programs of the Faculty of Economic Sciences.  
The pragmatic nature of the discipline, resulting from the operationalization of the main activities specific to the organizations, is in accordance with the requirements of the contemporary economic community.

**10. Assessment**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	<i>Correct and complete solving of exam topics</i>	COLOQUIUM Written test examination (from the theoretical aspects presented at class).	40%
10.5 Seminar/laboratory	- <i>Correctness and completeness in drawing up of practical works</i> - <i>Paper scientific content</i>	<i>Verification during the semester</i> <i>Practical works: Paper writing</i>	60%

	<i>- Involvement in approaching the seminar topics</i>	<i>consisting in one final paper presentation</i>	
10.6 Minimum performance standard:			
<p>- have a complete portfolio of practical works from the seminar  The presentation of the students is subject to:</p> <ol style="list-style-type: none"> <li>1. attendance at the seminar in a proportion of at least 80%</li> <li>2. attendance at least 70%</li> </ol> <p>Students absent from the seminars have the possibility to recover the seminars by supporting a project (on the subject of the course and the seminar) before the exam. The theme of the project will be given by the seminar holder  Students absent from the courses will be penalized with 1 point in the final grade if they do not have a minimum attendance of 70%.</p>			

Submission date

Course leader signature  
Lecturer PhD. Dârja Mălina.

Seminar tutor signature  
Lecturer PhD. Dârja Mălina.

Date of approval by Department members

Department director signature  
Associate Professor PhD. Maican Silvia