

SYLLABUS
2025/2026
1st Year of Study/ First 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	Cod COR/ ISCO-8: 2422 Specialiști în domeniul politicilor administrative 242213 Expert accessing European structural and cohesion funds 242217 Expert in Business Information 242222 Business Information Analyst 242232 Sustainable Development Expert Cod ESCO: 24 - Business and administration professionals 242 - Administration professionals 2421 – Management and organisation analysts 2421.1 – Business Analyst 2421.2 – Business Consultant 2422.2 – Community Development Officer

2. Information of Course Matter

2.1. Course	Business Strategies and Models		2.2. Subject code	BA 111.2			
2.3. Course Leader/ Seminar Tutor	PhD. Lecturer Dârja Mălina						
2.4. Seminar Tutor	PhD. Lecturer Dârja Mălina						
2.5. Academic Year	I	2.6. Semester	I	2.7. Type of Evaluation (E – final exam/C-examination /VP)	E	2.8. Type of course (C– Compulsory, Op – optional, F - Facultative)	Op

3. Course Structure (Weekly number of hours)

3.1. Weekly number of hours	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
Allocation of time:					hours
a. Individual study of readers					50
b. Documentation (library)					38
c. Home assignments, Essays, Portfolios					50
d. Tutorials					2
e. Assessment (examinations)					2
f. Other university activities (study visits)					2

3.7 Total number of hours for individual study	138
3.8. Total number of hours for university activities	62
3.9 Total number of hours per semester	200
3.10umber of ECTS	8

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"> - for courses: slides, informative materials - for students: edited course support - technical equipment: laptop, video projector
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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>R2/C2 Finds solutions to problems. Solves problems that arise in relation to planning, setting priorities, organizing, directing/facilitating action and evaluating performance. It uses systematic processes of collecting, analyzing and synthesizing information to evaluate current practice and generate new understandings about practice.</p> <p>R4/C4 Provides advice on economic development. Advises organizations and institutions on the factors and measures they can take that would promote and ensure economic stability and growth.</p> <p>R7/C7 Proposes improvement strategies. Identifies the deep causes of the problems and presents proposals for effective and long-term solutions.</p> <p>R12/C12 Possess management skills. Proposes program priorities and strategies and has the ability to organize national and/or international meetings.</p> <p>R14/C14 Develops organizational policies. Participates in the establishment of organizational policies covering aspects such as participant eligibility, program requirements and program benefits for service users.</p>
Transversal competences	R21/CT1 Demonstrates entrepreneurial spirit. Develops, organizes and manages an own enterprise, identifying and pursuing opportunities and mobilizing resources, taking into account the perspective of profitability. Demonstrate a proactive attitude and determination to succeed in business
Knowledge	<p>Students will acquire a solid foundation of knowledge in key concepts and theories related to business strategy and strategic management. They will become familiar with a wide range of business models and understand their essential components, such as value propositions, customer segments, revenue streams, and cost structures. The course covers the analysis of both internal and external factors that influence strategic decision-making, with emphasis on applying frameworks such as SWOT analysis, PESTEL, Porter's Five Forces, and the Business Model Canvas. Students will also gain an understanding of strategic planning processes and the challenges associated with implementing strategies in rapidly changing business environments.</p>
	<p>Skills</p> <p>In terms of skills, students will learn how to apply strategic analysis tools to real-world business situations. They will be able to develop and evaluate business models tailored to various organizational contexts and formulate strategic recommendations based on market conditions and internal capabilities. The course emphasizes effective communication of strategic ideas, both in written reports and oral presentations. Students will also enhance their critical thinking abilities, enabling them to assess strategic alternatives and predict potential outcomes.</p> <p>Responsibility and autonomy</p> <p>Regarding responsibility and autonomy, students will demonstrate increasing independence in conducting research and in developing strategic proposals. They will take responsibility for making decisions in complex, simulated business scenarios and will work collaboratively within teams to address multifaceted strategic challenges. The course encourages initiative, requiring students to identify and analyze strategic opportunities while proposing innovative and feasible solutions. Furthermore, students will be expected to incorporate ethical considerations and sustainability principles into their strategic thinking and planning</p>

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

7.1 General objectives of the course	The course wants to present a conceptual framework to separate and relate <i>business model</i> and <i>strategy</i> . Business model is presented as a reflection of the firm's realized strategy. In simple competitive situations there is a one-to-one mapping between strategy and business model, which makes it difficult to separate the two notions. The course emphasizes on the fact that the concepts of strategy and business model differ when there are important
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	contingencies upon which a well-designed strategy must be based. The course also delivers a clear separation between tactics and strategy. This distinction is possible because strategy and business model are different constructs.
7.2 Specific objectives of the course	<ul style="list-style-type: none"> - to understand the meaning of concepts (strategy, business model) - to understand and establish connections between the two concepts - to identify and understand the business models components - to be able to build a business model

8. Course contents

8.1 Course (learning units)	Teaching methods	Remarks
1. Strategy. Definition and Meaning	Lecture Conversation	Students may use printed course support or other library resources for information
2. Strategy. Definitions	Lecture Conversation	Students may use printed course support or other library resources for information
3. What is strategy? Strategic management and strategic competitiveness The 21 st century competitive land scape The I/O Model of Above Average Returns	Lecture Conversation Video support Analyses, case studies	Students may use printed course support or other library resources for information
4. The Resource Based Model of Above Average Returns Vision and Mission Stakeholders Strategic Leaders The practical question: HOW?	Lecture Conversation Exemplifications Problem solving Opponent dialogue	Students may use printed course support or other library resources for information
5. Strategic actions: Strategy Formulation	Lecture Conversation Analyses, case studies	Students may use printed course support or other library resources for information
6. Business Level Strategy	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information
7. Competitive Rivalry and Competitive Dynamic	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information
8. Strategy tools. PEST Analysis	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information
9. SWOT Analysis,	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information
10. Change Management Project management	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information
11. Business model definitions. Business Model Framework	Lecture Problem solving	Students may use printed course support or other library resources for information
12. Business Model CANVAS	Lecture Conversation Exemplifications Problem solving	Students may use printed course support or other library resources for information
13. Business Model CANVAS	Lecture Conversation Exemplifications Video support Analyses, case studies	Students may use printed course support or other library resources for information
14. Final discussions. Recap. Q&A	Conversation	Students may use printed course support or other library resources

References

1. DĂRJA, MĂLINA, Business strategies and models. Class materials, electronic format (available at the University Library), 2023
2. DĂRJA, MĂLINA, Strategic management. Class materials, electronic format (available at the University Library), 2023
3. PORTER, M.E., *Strategy and the Internet*, Harvard business review, 79(3), 2001
4. PORTER, M.E., *What Is Strategy?*, Harvard business review, 74(6), 1996
5. PORTER, M.E., *Competitive advantage : creating and sustaining superior performance*, New York; London: Free Press; Collier Macmillan, 1985
6. PORTER, M.E., *Competitive strategy : techniques for analyzing industries and competitors*, New York: Free Press 1980
7. BARNEY, J.B. and ARIKAN, A.M., *The Resource-based View: Origins and Implications*, In: M.A. HITT, R.E. FREEMAN and J.S. HARRISON, eds, *The Blackwell handbook of strategic management*. Oxford: Blackwell Publ. 2001
8. DAVENPORT, T.H., LEIBOLD, M. and VOELPEL, S., *Strategic management in the innovation economy: strategy approaches and tools for dynamic innovation capabilities*, Erlangen; Great Britain: Publicis. 2006
9. LINDER, J.C. and CANTRELL, S., *Changing Business Models: Surveying the Landscape*. Cambridge, MA, USA: Accenture Institute for Strategic Change, 2000
10. NICKOLS, F., *Strategy, Strategic Management, Strategic Planning And Strategic Thinking*, 2016
11. TIDD, J., BESSANT, J.R. and PAVITT, K., *Managing innovation: integrating technological, market and organization change*, Chichester: John Wiley & Sons Ltd., 2005
12. ZOTT, C. and AMIT, R., *The fit between product market strategy and business model: implications for firm performance*, Strategic Management Journal, 29(1), 2008
13. WHEELLEN, TH., *Strategic Management and Business Policy. Globalization, Innovation and Sustainability*, Fourteenth Ed., Pearson education INC, 2015
14. Anthony W. Ulwick, *Business strategy formulation : theory, process, and the intellectual revolution*, QUORUM BOOKS Westport, Connecticut, London, 1999
15. ANDREWS, KENNETH, *The Concept of Corporate Strategy*, 2nd Edition. Dow-Jones Irwin. 2, 1980
16. BRYSON, JOHN M., *Strategic Planning for Public and Nonprofit Organizations*. Jossey-Bass, 1995

Seminars-laboratories	Teaching methods	
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
S2. Paralel between the concept of strategy in the military field and the business field. Homework 1. 2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S3. What is strategy? Homework 2. 2 hours	Conversation Exemplifications Presentation and discussions over Homework 1.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S4. Strategy 2 hours	Conversation Exemplifications Presentation and discussions over Homework 2.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S5. Business strategy formulation Homework 3 2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S6. Strategy tools. PEST 2 hours	Conversation Exemplifications Presentation and discussions over Homework 3.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S7. Strategy tools. SWOT. Homework 4.	Conversation Exemplifications Homework 4.	minimum required bibliographic sources: course support, Seminar book made available to students

2 hours		by the course leader
S8. Business model definitions	Presentation and discussions over Homework 4. Conversation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		
S9. Business model CANVAS	Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		
S10. Business model CANVAS. Homework 5.	Conversation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		
S11. Canvas – students presentation	Presentation and discussions over Homework 5.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		
S12. Canvas – students presentation	Presentation and discussions over Homework 5.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		
S13. Final paper presentation	Final paper presentation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		
S14. Final paper presentation	Final paper presentation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
2 hours		

References

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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>	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 consisting in 5 homeworks during the semester and one final paper presentation</i>	60%
10.6 Minimum performance standard:			
- have a complete portfolio of practical works from the seminar The presentation of the students is subject to: 1. attendance at the seminar in a proportion of at least 80% 2. attendance at least 70% 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%.			

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