

**SYLLABUS**  
**2025/2026**  
**1st Year of Study/ Second Semester**

**1. Information on academic programme**

1.1. University	"1 Decembrie 1918" University of Alba Iulia
1.2. Faculty	Faculty of Sciences
1.3. Department	Business Administration and Marketing
1.4. Field of Study	Business Administration
1.5. Cycle of Study	Undergraduate
1.6. Academic programme / Qualification/ESCO Code	Business Administration/ 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 Analysts

**2. Information of Course Matter**

2.1. Course		<b>Management</b>		2.2. Code		<b>BA 121</b>	
2.3. Course Leader/ Seminar Tutor				PhD. Lecturer Dârja Mălina			
2.4. Seminar Tutor				Phd. Lecturer Ciolomic Ioana			
2.5. Academic Year	I	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	<b>3</b>	3.2. course	<b>2</b>	3.3. seminar, laboratory	<b>1</b>
3.4. Total number of hours in the curriculum	<b>42</b>	3.5. course	<b>28</b>	3.6. seminar, laboratory	<b>14</b>
Allocation of time:					Hours
a. Individual study of readers					<b>20</b>
b. Documentation (library)					<b>14</b>
c. Home assignments, Essays, Portfolios					<b>10</b>
d. Tutorials					<b>2</b>
e. Assessment (examinations)					<b>2</b>
f. Other activities.....					<b>2</b>

3.7 Total number of hours for individual study	<b>58</b>
3.8. Total number of hours for university activities	<b>48</b>
3.9 Total number of hours per semester	<b>100</b>
3.10 Number of ECTS	<b>4</b>

**4. Prerequisites** (where applicable)

4.1. curriculum-based	
4.2. competence-based	

**5.Requisites** (where applicable)

5.1. course-related	- for courses: slides, informative materials - for students: edited course - technical equipment: laptop, video projector
5.2. seminar/laboratory-based	- for seminar: informative materials - technical equipment: laptop, video projector

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

Professional competences	R16/C16 Motivates employees
--------------------------	-----------------------------

	R18/C18 Coordinates a team R19/C19 Analyzes production processes for improvement R20/C20 Includes economic criteria in the decision-making process
Transversal competences	R23/CT3 Adapts to change
Knowledge	The student/graduate identifies and analyzes the theories, concepts, and tools necessary for managerial processes in correlation with the organization's environment. The student/graduate operates with theoretical constructs and recognizes the relevance of the management system and its subsystems.. The student/graduate identifies, differentiates și uses pertinent conceptele și metodele necesare în procesul decizional din cadrul organizațiilor.
	<b>Skills</b> The student/graduate analyzes și interprets fenomenele, the statements și procesele organizaționale din perspectiva funcțiilor manageriale. The student/graduate applies sistemele, metodele și tehnicile de management pentru soluționarea problemelor complexe de natură economico-managerială din practica organizațiilor. The student/graduate substantiates științific deciziile manageriale.
	<b>Responsibility and autonomy</b> The student/graduate shows o atitudine proactivă și responsabilă în exercitarea funcțiilor management și de asumare a responsabilităților specifice postului de manager pe diferite niveluri ierarhice în cadrul organizațiilor. The student/graduate acționează coerent în procesul de adoptare a deciziilor manageriale fundamentate științifică. The student/graduate uses coerent și independentently conceptele în vederea elaborării lucrărilor de analiză și diagnoză, privind funcționarea organizației. The student/graduate acționează coerent în ceea ce privește elaborarea studiilor/lucrărilor privind funcționarea sistemului managerial și a subsistemelor sale.

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

7.1 General objectives of the course	<i>To develop the student's capacity to use specific concepts of management in the economic practical activity</i>
7.2 Specific objectives of the course	<ul style="list-style-type: none"> <li>- Understanding the basic concepts of management: management process, management relationships, management functions, management system, management methods and techniques</li> <li>- Identification and description of the concepts of forecasting, organizing, coordinating, training and evaluating the control of the activity of an organization</li> <li>- Explaining and interpreting the concepts of forecasting, organizing, coordinating, training and evaluating the control of the activity of an organization</li> <li>- Identification of the economic implications associated with the operation and administration of a subdivision of the organization</li> <li>- Applying the appropriate instrumentation to solve a problem regarding the relations between the subdivisions of the organization</li> <li>- Application of the specific instrumentation for analyzing the functioning of a subdivision of the organization</li> <li>- Identification and description of the concepts of procedural and structural organization of an organization</li> <li>- Explaining and interpreting the main components of the organizational and procedural organization of an organization</li> <li>- Applying the appropriate tool for solving a problem aiming at the process and structural organization of an organization</li> <li>- Solving specific problems / situations regarding the organization of a company or an organizational subdivision thereof</li> <li>- Identification and description of the main management subsystems of an organization</li> <li>- Explaining and interpreting the main management subsystems of an organization</li> </ul>

### 8.Course contents

8.1 Course (learning units)	Teaching methods	Remarks
Course no 1. Introduction to Management	Lectures	Students may use printed course

	Conversation	support or other library resources for information 2 hours
Course no 2. <b>Chapter 1. Management definition. Object of study. Importance of management</b>	Lectures Conversation	Students may use printed course support or other library resources for information 2 hours
Course no. 3. <b>Chapter 2. Evolution of management</b>	Lectures Conversation Video support Analyses, case studies	Students may use printed course support or other library resources for information 2 hours
Course no. 4. <b>Evolution of management – part II</b>	Lectures Conversation Video support Analyses, case studies	Students may use printed course support or other library resources for information 2 hours
Course no. 5 <b>Management functions</b>	Lectures Conversation Examples	Students may use printed course support or other library resources for information 2 hours
Course no. 6. <b>Organisational structure – part I. Functional areas</b>	Lectures Conversation Analyses, case studies	Students may use printed course support or other library resources for information 2 hours
Course no 7. <b>Organisational structure – part II. Importance of allignning organizational structure. Key elements of organizational structure. Types of organizational structures.</b>	Lectures Conversation Examples	Students may use printed course support or other library resources for information 2 hours
Course no. 8. <b>Chapter 4. Organisational decision making system. Concept. Decision making system. Principles of decision making. Steps in decision making. Hierarchy of decision system. Evaluating decision's importance.</b>	Lectures Conversation Examples	Students may use printed course support or other library resources for information 2 hours
Course no. 9. <b>Chapter 5. Management information system. Context. Components. Characteristics of information. Information system components. Functions of IS</b>	Lectures Conversation Examples	Students may use printed course support or other library resources for information 2 hours
Course no. 10. <b>Chapter 6. Management systems, methods and techniques. Management system. Types of management system. Management general methods.</b>	Lectures Conversation Examples	Students may use printed course support or other library resources for information 2 hours
Course no. 11. <b>Management systems, methods and techniques. Part II. Management specific methods.</b>	Lectures Opponent dialogue Problem solving	Students may use printed course support or other library resources for information 2 hours
Course no. 12. <b>Chapter 7. Managers and leaders. Importance of management. Management – science or art. Management as a profession. Managerial skills. Task and responsibilities of professional managers. Leaders and managers.</b>	Lectures Conversation Examples Problem solving Opponent dialogue	Students may use printed course support or other library resources for information 2 hours
Curs 13. <b>Organisational culture. Components</b>	Lectures Conversation Problem solving Examples	Students may use printed course support or other library resources for information 2 hours
Course no. 14. <b>Recap.</b>	Lectures Conversation Examples Video support Analyses, case studies	Students may use printed course support or other library resources for information 2 hours

#### References

Mălina Dârja, Management, suport de curs în format electronic, disponibil la Biblioteca Universității, 2025

Mălina (Cordoş) Dârja, Management, suport de curs, Seria Didactica, 2017  
 Peter F. Drucker, Management Tasks, Responsibilities, Practices, TRUMAN TALLEY BOOKS / E.P. DUTTON / New York  
 Stephen P. Robbins (San Diego State University), David A. Decenzo (Coastal Carolina University), Mary Coulter (Missouri State University), Fundamentals of Management. Essential Concepts and Applications, Pearson, Ed.2013  
 Ricky F. Griffin, Fundamentals of management, Cengage Learning, 2016  
 Susan Quinn, Management Basics, 2010  
 Montana, P., Charnov, B., Management: A Streamlined Course for Students and Business People. (Hauppauge, New York: Barron's Business Review Series, 1993), pp. 155-169.

8.2. Seminars-laboratories	Teaching methods	
1. Classic and modern definitions of management.	Conversation Examples	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder
2. History of management	Conversation Examples	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder
3. Management functions	Conversation Examples Study case	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder
4. Organisational structure of an organization.	Conversation Examples Study case	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder
5. Company's decision making system. Decisional process.	Conversation Examples Study case	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder
6. Managerial methods	Conversation Examples Study case	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder
7. Types of managers and management styles. Manager's personality	Conversation Examples Study case	the minimum bibliographic sources needed: course support, Seminar book Management bases, made available to students by the course holder

**References**  
 Mălina (Cordoş) Dârja, Management, suport de curs, Seria Didactica, 2017  
 Mălina Dârja, Management, suport de curs în format electronic, disponibil la Biblioteca Universităţii, 2025  
 Peter F. Drucker, Management Tasks, Responsibilities, Practices, TRUMAN TALLEY BOOKS / E.P. DUTTON / New York  
 Stephen P. Robbins (San Diego State University), David A. Decenzo (Coastal Carolina University), Mary Coulter (Missouri State University), Fundamentals of Management. Essential Concepts and Applications, Pearson, Ed.2013  
 Ricky F. Griffin, Fundamentals of management, Cengage Learning, 2016  
 Susan Quinn, Management Basics, 2010  
 Montana, P., Charnov, B., Management: A Streamlined Course for Students and Business People. (Hauppauge, New York: Barron's Business Review Series, 1993), pp. 155-169.

**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 the meetings with representatives of the business environment within the CEAC committees for the study programs of the Faculty of Economic Sciences. Management discipline is included in the compulsory disciplinary package that forms part of the basic training of an economist. 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>Final evaluation</i>	<i>Written and oral test examination</i>	70%

10.5 Seminar/laboratory	<ul style="list-style-type: none"> <li>- <i>Correctness and completeness in drawing up of a practical works</i></li> <li>- <i>Paper scientific content</i></li> <li>- <i>Involvement in approaching seminar topics</i></li> </ul>	<i>Verification during the semester</i> <i>Practical works/Written papers</i>	30%
<p>10.6 Minimum performance standard: - obtaining the minimum grade 5 (five)</p> <ul style="list-style-type: none"> <li>- have a complete portfolio of practical works from the seminar</li> <li>- be able to describe the functions of management</li> <li>- be able to describe the functions of the company</li> <li>- be able to describe and analyze the components of the structural and procedural organization of an organization</li> <li>- to know the main subsystems of an organization</li> <li>- to know and explain the importance of the use of management by organizations</li> </ul> <p>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 course 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 subject of the project will be given by the course holder.</p> <p>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  
Phd. Lecturer Ciolomic Ioana

Date of approval by Department members

Department director signature  
Associate Professor PhD. Maican Silvia