



## SYLLABUS

### Academic year 2023-2024

#### 1. Information regarding the program

1.1. Higher education institution	Babeș-Bolyai University
1.2. Faculty	Faculty of Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study program/Qualification	Business Administration (English)

#### 2. Information regarding the course

2.1. Name of the course	<b>General Management/Management general</b>						
2.2. Code	ILE0003						
2.3. Course coordinator	Lect. Elisabeta Butoi, PhD						
2.4. Seminar coordinator	Lect. Elisabeta Butoi, PhD						
2.5. Year of study	1	2.6. Semester	1	2.7. Type of evaluation	E	2.8. Type of course	compulsory

#### 3. Total estimated time (hours/semester of didactic activities)

3.1. Hours per week	4	of which: 3.2. lecture	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	56	of which: 3.5. lecture	28	3.6. seminar/laboratory	28
Time allotment:	hours				
Learning using manual, course support, bibliography, course notes	28				
Additional documentation (in libraries, on electronic platforms, field documentation)	28				
Preparation for seminars/labs, homework, papers, portfolios and essays	28				
Tutorship	2				
Evaluations	2				
Other activities:	10				
3.7. Total individual study hours	98				
3.8. Total hours per semester	154				
3.9. Number of ECTS credits	<b>6</b>				

#### 4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-

#### 5. Conditions (if necessary)

5.1. for the course	Mobile phones should be shut down during lectures.
5.2. for the seminar /lab activities	Mobile phones should be shut down during seminars.



## 6. Specific competencies acquired.

Professional competencies	<ul style="list-style-type: none"> <li>• C1.1 Description of economic paradigms, concepts and theories regarding the influence of the external environment on the enterprise/organization</li> <li>• C2.2. Explaining and interpreting the relationships between the entities of the enterprise/organization</li> </ul>
Transversal competencies	<ul style="list-style-type: none"> <li>• CT1. Implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work.</li> </ul>

## 7. Objectives of the course (outcome of the acquired competencies)

7.1. General objective of the course	The General Management course aims at communicating the tools for the basic comprehension of the formal profit and non-profit, small, medium and large organizations, as well as also the understanding of their management. Because the management process is based on a set of functions that enable the fulfilment of this process at the level of the organization, this course analyzes the 4 key functions of management: planning, organizing, motivating and controlling.
7.2. Specific objective of the course	In order to achieve a proper implementation of these functions, it is also necessary that the manager takes decisions. The course focuses, in this respect, on the identification, modelling and classification of decisions, together with the highlighting of the fundamental principles of decision-making processes.

## 8. Content

8.1. Course		Teaching Method	Remarks
1	Management process definition, components, managerial work	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
2	Knowledge and managerial skills, managerial labor differentiation, hierarchical levels	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
3	Mega environment, analysis of the major trends for business development	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard



4	Specific environment, analysis and management of environmental conditions.	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
5	Defining the planning stages of the planning process	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
6	Stages of the planning process, planning tools and techniques	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
7	Defining control and its necessity in organizations; Types of control in organizations	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
8	Stages and process control components; Systems and organizational control instruments	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
9	Organizational function	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
10	Designing organizational structures; Functions of an organization	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
11	Type of the organizational structures and departmentalization.	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
12	Definition and importance of motivation; Motivational theories	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
13	Modern motivational theories	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
14	Reviewing the concepts, methods, and tools	Lectures, video analysis, short interactive exercises, demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Bibliography		<ol style="list-style-type: none"> <li>1. BARTOL, Kathryn, MARTIN, David C., <i>Management</i>, International Edition, McGraw-Hill Inc., 1998.</li> <li>2. DAFT, Richard L. <i>Management</i> (12<sup>th</sup> Edition), South-Western College Pub (1900), 2015</li> <li>3. DRUCKER Peter F., <i>The Practice of Management</i>, Harper Business, 2006</li> <li>4. MINTZBERG, Henry, <i>The Nature of Managerial Work</i>, Prentice-Hall, Englewood Cliffs. H.S. 1980.</li> <li>5. PORTER, M.E., <i>Competitive Advantage: Creating and Sustaining Superior Performance</i> New York: Free Press, 1998.</li> </ol>	



6. WILSON, David C., ROSENFELD, Robert H., *Managing Organizations, Text, Reading and Cases*, McGraw-Hill Book Company, 1990

8.2. Seminar/laboratory		Teaching Method	Remarks
1	Overview	Discussions	
2	Introductory aspects: decision-making	short interactive exercises, demonstrations,	
3	Breakeven analysis, critical point, point of interference	short interactive exercises, demonstrations	
4	Breakeven analysis, critical point, point of interference	short interactive exercises, demonstrations	
5	Breakeven analysis, critical point, point of interference Case Study	short interactive exercises, demonstrations, critical analysis	
6	Decisions under conditions of risk, mono-criteria matrix analysis (pay-off table): Calculation of expectation, cost calculation perfect information;	short interactive exercises, demonstrations	
7	Decisions under conditions of risk, mono-criteria matrix analysis (pay-off table): Analysis regrets;	short interactive exercises, demonstrations	
8	Decisions under conditions of risk Case Study	short interactive exercises, demonstrations, critical analysis	
9	Methods and systems management: Critical Path Method, PERT - present rules and build networks	short interactive exercises, demonstrations	
10	Methods and systems management: Critical Path Method, PERT - network analysis, based on networks built during the previous seminar	short interactive exercises, demonstrations	
11	Methods and systems management: Critical Path Method, PERT - network analysis, based on networks built during the previous seminar	short interactive exercises, demonstrations	
12	Methods and systems management: Critical Path Method, PERT - Gantt charts and crashing Times and Costs	short interactive exercises, demonstrations	
13	Methods and systems management: Critical Path Method, PERT - Gantt charts and crashing Times and Costs Case Study	Discussions, short interactive exercises, demonstrations, critical analysis	
14	Team Case Study	Case-study based evaluation	
Bibliography		See the course bibliography	



### 9. Corroborating the content of the course with the expectations of the epistemic community, professional associations, and representative employers within the field of the program

- The course and seminar contents are in accordance with the contents of similar courses from correspondent national and international faculties.
- Also, several meetings were held with leaders from the business environment in order to match the curricula with the labour market requests.

### 10. Evaluation

\*The evaluation method is also maintained for the exam in the re-examination session.

\*In order to calculate the final grade by summing up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam.

Type of activity	10.1 Evaluation criteria	10.2 Evaluation method	10.3 Quota in the final grade (%)
10.4 Course	<ul style="list-style-type: none"> <li>• Logical and coherent use of the concepts</li> <li>• Competence in analysing a case study through the lenses of various theories</li> </ul>	Theoretical Written Exam	60%
10.5 Seminar/lab activities	<ul style="list-style-type: none"> <li>• Understand the methods and tools applied in the decision-making process.</li> <li>• Make connections with organizational practice</li> </ul>	Applications Test at the end of semester (week 13 <sup>th</sup> )	20%
	<ul style="list-style-type: none"> <li>• Read the recommended materials.</li> <li>• Involvement in seminar exercises</li> <li>• Useful and polite feedback for colleagues and teacher.</li> </ul>	3 Homework over the semester (week 5 <sup>th</sup> , 8 <sup>th</sup> and 13 <sup>th</sup> - quiz - the answers are valid only if the solution is enclosed) and one Team (3 persons) Case Study (week 14 <sup>th</sup> )	20%
Bonus points	Make connections between theoretical concepts, case studies and problem solving	Involvement during lectures and seminars, and responses to bonus activities	Bonus (up to 15%)
REMARKS	<p>*The Theoretical Written Exam is multiple choice test with one correct answer.            *During the applications test students must have a computer to perform calculations, mobile phone or smart watches are not allowed to be used.</p>		

### 10.6. Minimum performance standard

- Understand the main concepts associated to the managerial process.
- Identify simple examples for business strategies.



**Date**

**Course coordinator**

**Seminar coordinator**

**29.09.2023**

**Lect. Elisabeta Butoi, PhD**

**Lect. Elisabeta Butoi, PhD**

**Date of approval**

**Head of department**

**11.10.2023**

**Assoc. Prof. Marius Bota, PhD**