

SYLLABUS

1. Information regarding the program

1.1 Higher education institution	University of Oradea
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	Management-Marketing Department
1.4 Field of study	Management
1.5 Cycle of study	Cycle II – Master
1.6 Program of study /Degree	Advanced Management/Master Degree

2. Information regarding the discipline

2.1 Name of discipline	Organizational Management						
2.2 Course titleholder	Associate Professor Mirela BUCUREAN, PHD						
2.3 Seminar titleholder	Associate Professor Mirela BUCUREAN, PHD						
2.4 Year of study	I	2.5 Semester	1	2.6 Type of assessment	Ex	2.7 Type of discipline	I

(I) Compulsory; (O) Elective; (F) Facultative

3. Estimated total time (hours/semester of activities)

3.1 Number of hours/week	3	out of which: 3.2 course	2	3.3 seminar	1
3.4 Total of hours in the Curriculum	42	out of which: 3.5 course	28	3.6 seminar	14
Distribution of hours:					
Studying the workbook, course book, bibliography and notes					32 ore
Supplementary documentation in the library, on electronic specialty sites and in the field					34 ore
Preparing seminars/laboratories, themes, projects, portfolios and essays					46 ore
Tutorship					24 ore
Assessment activities					4 ore
Other activities.....					- ore
3.7 Total hours of individual study	133				
3.9 Total hours/semester	175				
3.10 Number of credits	7				

4. Pre-requisites (if applicable)

4.1 Curriculum	n.a.
4.2 Skills	n.a.

5. Conditions (if applicable)

5.1. concerning the course activities	Projector, whiteboard
5.2. concerning the seminar/laboratory activities	whiteboard

6. Specific skills acquired	
Professional skills	C1 – Knowledge of management theories, business strategies, organisational structures C2 – Skill to analyse business performance, apply strategic models, evaluate data C5 - Skill to design HR policies, develop programs, recruit/train staff
Transversal Skills	CT1 - Interpersonal skills
ESCO Skills/Competencies	- Knowledge of management theories, business strategies, organisational structure - Competence in managing team performance, change management, conflict resolution - Skills to plan and optimize flows, manage stock, forecast demand - Interpersonal skills - Organizational & planning skills - Critical thinking - Problem-solving - Communication (writing reports, presenting findings)

6. 2. Expected learning outcomes	
Knowledge	- The student/graduate demonstrates advanced knowledge of organizational management, strategic management, human resources management, marketing, finance, supply chain, and information systems - The student/graduate identifies the object of study of management science, based on advanced knowledge regarding the managerial tools used within organizations, in order to adopt optimal decisions within the organization.
Skills	- The student/graduate applies advanced methods, tools, and techniques for managerial analysis, financial diagnosis, market research, project design, and organizational development. - The student/graduate develops skills in using management systems, methods and techniques to solve complex economic-managerial problems within organizations.
Responsibility and autonomy	- The student/graduate manages complex and unpredictable organizational situations through strategic and innovative approaches - The student/graduate demonstrates the ability to analyze and synthesize in order to make optimal decisions within the organization using modern management methods.

6.3. Objectives of discipline (resulting from the grid of specific skills acquired)

6.3.1 General objective of discipline	- proper usage of concepts, categories, discipline-specific concepts; - the development of intellectual skills: independent study, conducting scientific research - understanding of discipline-specific knowledge - understanding the transfer opportunity between the theoretic field
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	to the pragmatic one
6.3.2. Specific objectives	▪ knowing and understanding the management functions ▪ knowing and understanding of the links between the following subsystems: organizational, informational, decisional and methodological management system ▪ knowing and understanding of modern management methods ▪ explanation and interpretation of the management behavior • continuous assessment of practical activities - decisions problems

7. Contents

7.1 Course (C)	Teaching methods	Observations
7.1.1. Organizational Management: an overview	Lecture, problem-solving, debate, deduction, illustration	
7.1.2. Managers and Managing		
7.1.3. The Manager - Values, Attitudes, and Culture		
7.1.4. Decision making process		
7.1.5. The Manager as a Planner and Strategist		
7.1.6. Managing Organizational Structure and Culture		
7.1.7. Management Styles for Effective Leadership		
7.1.8. Management Methods (I)		
7.1.8. Management Methods (II)		
7.1.9. Management Methods (III)		
7.1.10. Organizational Control and Change		
7.1.10. Human Resource Management		
7.1.11. Communication		
7.1.12. Organizational Management: final review		
Bibliography 1. Angelo Kinicki, Brian K. Williams, Management: A Practical Introduction , Editura IRWIN/MCGRAW HILL, 2019; 2. Morgen Witzel, Management: The Basics, Editura Hardback, 2004; 3. Tim Hannagan, Management: Concepts & Practices , 2007.		
7.2 Seminar (S)	Teaching methods	Observations
1. Management Theory: Essential Background for the Successful Manager	Questioning, debate, deduction, applications, examples	
2. Individual & Group Decision Making: How Managers Make Things Happen		
3. Planning: The Foundation of Successful Management		
4. Organising – meaning and process		
5. Leading - Management methods		
6. Controlling - Techniques for Enhancing Organizational Effectiveness		
7. Groups & Teams: Increasing Cooperation,		

Reducing Conflict		
Bibliography		
4. Angelo Kinicki, Brian K. Williams, Management: A Practical Introduction , Editura IRWIN/MCGRAW HILL, 2019; 5. Morgen Witzel, Management: The Basics, Editura Hardback, 2004; 6. Tim Hannagan, Management: Concepts & Practices , 2007.		

8. Corroboration of the contents of the discipline with the expectations of the epistemic community, professional associations and employers representing the field of study of the program

- The analysis of how environmental factors influence the organization
- The study of the organizational behaviour and the environment
- Analysis of the main economic changes in the environment of Romanian firms

9. Use of generative AI-based tools

For the assessment activities in the following section, the use of generative AI (GenAI) is permitted for tasks such as generating ideas, slogans, or images, rewriting text, editing, reviewing, etc. Commonly used tools of this type include—but are not limited to—ChatGPT, Google Gemini, and Copilot for text generation, and MidJourney for image generation.

Each student is required to disclose the tool used, the specific manner of its use, and the section where it was applied. This disclosure must be made via a statement drafted separately for each assignment, following the template provided in Annex 2 of the Regulation on the Use of Generative Artificial Intelligence in Teaching and Research Activities at the Faculty of Economic Sciences, University of Oradea. The statement must be included at the beginning of the work submitted for the respective assignment.

10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course (C)	Full knowledge and understanding of the content of the discipline	Summative assessment: project- management tools	70 %
10.5 Seminar (S)	Correct completion of practical work during the semester Seminar activity	Continuous assessment: project presentation	30 %
10.6 Laboratory (L)			
10.7 Project (P)			
10.8 Practical works (P)			
10.9 Minimum performance standard			
▪ Knowledge and understanding of course content to the essential ideas ▪ Obtain at least 5 points (of 10) for the seminar work ▪ Obtain at least 5 points (of 10) for the essay ▪ Obtain at least 5 points (of 10) as the final note			

Date	Course titleholder:	Seminar titleholder:
18.09.2026	Associate Professor Mirela BUCUREAN, PhD E-mail address: mbucurean@uoradea.ro	Associate Professor Mirela BUCUREAN, PhD E-mail address: mbucurean@uoradea.ro

Director of Department,
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Date of approval in the Department:	Contact data¹: University of Oradea, Faculty of Economic Sciences, Management-Marketing Department Universității 1, Building Corp E, floor 1, room E118 Zip code 410087, Oradea, Bihor, Romania Tel.: 0259-408796; E-mail: steconomice@uoradea.ro Web page: http://steconomiceuoradea.ro
25.09.2026	

Dean,
Professor Diana SABĂU-POPA, PhD

Date of approval in The Council of the Faculty of Economic Sciences:	Contact data²: University of Oradea, Faculty of Economic Sciences Universității 1 Zip code 410087, Oradea, Bihor, Romania Tel.: 0259-408109; Fax: 0259-408409 E-mail: steconomice@uoradea.ro Web page: http://steconomiceuoradea.ro
28.09.2026	

¹ State the contact information (telephone, e-mail, web page, etc) of the academic institution beneficiary of the *Syllabus*

² State the contact information (telephone, e-mail, web page, etc) of the academic institution beneficiary of the *Syllabus*