

SYLLABUS

1. Information regarding the program

1.1 Higher education institution	University of Oradea
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	Department of Management and Marketing
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 Change Management (FSTE - 0942)				
2.2 Course titleholder			Assoc. prof. Tomina SĂVEANU				
2.3 Seminar titleholder			Assoc. prof. Tomina SĂVEANU				
2.4 Year of study	2	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	1	out of which: 3.2 course	1	3.3 seminar	1
3.4 Total of hours in the Curriculum	28	out of which: 3.5 course	14	3.6 seminar	14
Distribution of hours:					
Studying the workbook, course book, bibliography and notes					33
Supplementary documentation in the library, on electronic specialty sites and in the field					30
Preparing seminars/laboratories, themes, projects, portfolios and essays					45
Tutorship					10
Assessment activities					4
Other activities.....					
3.7 Total hours of individual study	122				
3.9 Total hours/semester	150				
3.10 Number of credits	6				

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	-
5.2. concerning the seminar/laboratory activities	-

6. Specific skills acquired	
Professional skills	• The thorough analysis, synthesis and use of synthesis and use of economic Information In decision making process. Applying the principles of leadership in the organizations. (C1) • Elaboration of projects and reports, summaries and studies necessary to the organization management by using both, internal and external sources of information, by using TIC Information, by us and other informatic application. (C2.5) • Explanation and interpretation of theories and methodologies associated to projects, system analysis, synthesis and interpretation of economic and social processes in the context of different categories of organizations. (C4.2) • Identifying and defining the concepts, theories, methods and instruments used in diagnosing internal and external environment of the organization, effective networking with different types of institutions and ang organizations in the socioeconomic environment. (C5.1)
Transversal Skills	• Coordinating professional teams, assuming, assigning and tracking the fulfilment of specific responsibilities in the economic field (CT1)
Aptitudes Competences ESCO	• C1 – Knowledge of management theories, business strategies, organisational structures • C3 - Competence in advising improvement, recommending strategies • C6 - Competence in managing team performance, change management, conflict resolution • CT2 - Ethical judgement • CT4 - Cultural awareness

6. 2. Expected learning outcomes	
Knowledge	▪ The student/graduate critically understands theories, models, and methodologies in management and their interdisciplinary connections (ICT, ethics, cross-cultural studies, entrepreneurship). ▪ 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.
Aptitudes	▪ The student/graduate uses ICT and data analysis tools to support evidence-based managerial decision-making. ▪ The student/graduate designs and develops the ability to implement strategies in HRM, marketing, supply chain, innovation, and organizational change.
Responsibilities and autonomy	▪ The student/graduate coordinates and leads professional teams, ensuring compliance with ethical, intercultural, and social responsibility standards ▪ The student/graduate assumes responsibility for managerial decisions and their impact on teams, resources, and long-term organizational performance.

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

6.3.1 General objective of discipline	The course aims to develop students' ability to analyse and understand organisational development and change management processes by applying concepts, models, and tools designed for managerial intervention in organisations undergoing transformation.
6.3.2. Specific objectives	• To develop students' knowledge and understanding of the concepts, models, and approaches specific to organisational development and change management. • To develop students' ability to analyse the organisational environment and identify the need for change. • To develop competencies in planning, implementing, and evaluating organisational change processes through the use of appropriate managerial intervention methods and tools. • To develop transformational leadership and team coordination competencies in change-related contexts. • To cultivate students' capacity to act as change agents in promoting sustainable organisational development.

7. Contents

7.1 Course (C)	Teaching methods	Observations
1. Introduction: Definitions and Evolution of the Field	Participatory lecture	1
2. Theoretical Foundations (Organisational Development vs. Change Management)	Participatory lecture	1
3. Organisational Development and Change Management Models	Participatory lecture	1
4. Internal and External Organisational Environment	Participatory lecture	1
5. Types of Organisational Interventions	Participatory lecture	1
6. Change Measurement and Evaluation	Participatory lecture	1
7. Organisational Culture and Change	Participatory lecture	1
8. Leadership of Change	Participatory lecture	1
9. Resistance to Change	Participatory lecture	1
10. Managing Emotions and the Psychology of Change	Participatory lecture	1
11. Organisational Development, Corporate Social Responsibility and Sustainable Development	Participatory lecture	1
12. Emerging Technologies and Digital Transformation	Participatory lecture	1
13. Innovation and Creativity in Change Processes	Participatory lecture	1
14. Review and Continuous Assessment	Participatory lecture	1
Bibliography - Gary Johns (1997) – „Comportament organizațional”, Ed. Economica, București. - Cummings and Worley, 2008. Organization development and change, South-Western: Cengage Learning - Gallos, J., (editor), Organization Development - A Jossey-Bass Reader, Published by: Wiley and Sons: USA - WILSON, David C, 1992, A strategy of change : Concepts and controversies in the management of change. (COTA 65.012.4/W70 - Sala de lectură - etaj 2) - Virga, D., 2007. Decizie si schimbare organizationala ISBN:9789731251172 (COTA 65.012.4/V66 - Sala de lectură - etaj 2) - Minciu, M.; Berar, F. A. Dobrea, R. C., 2020. New decision systems in the VUCA world. Management & Marketing; Vol. 15, Iss. 2, pp. 236-254. DOI:10.2478/mmcks-2020-0015, disponibil online la: https://sciendo.com/article/10.2478/mmcks-2020-0015 - Bennett, N., Lemoine, G.J. 2014. What a difference a world makes: Understanding threats to performance in a VUCA world. Business Horizons, 57, pp. 311-317, disponibil online la: https://www.sciencedirect.com/science/article/pii/S0007681314000020		
7.2 Seminar (S)	Teaching methods	Observations
1. The Need for Change	Debate	1
2. Successful Organisational Change Initiatives: Case Studies	Team Activities	1
3. Organisational Development and Change Management Models: Applications and Examples	Case Studies	1
4. The Organisational Environment in the Context of VUCA and BANI	Debate	1
5. Types of Organisational Interventions	Case Studies	1
6. Change Measurement and Evaluation	Practical Exercises	1
7. Organisational Culture and Change	Case Studies	1
8. Change Leadership	Case Studies	1
9. Resistance to Change	Role-Play	1
10. Managing Emotions and the Psychology of Change	Case Study	1
11. Organisational Development, Corporate Social Responsibility and Sustainability	Case Studies	1
12. Emerging Technologies and Digital Transformation	Illustrative Examples	1
13. Innovation and Creativity in Change Processes	Case Study	1
14. Review and Continuous Assessment	Student presentations	1
Bibliography - Cummings and Worley, 2008. Organization development and change, South-Western, a part of Cengage Learning - Gallos, J., (editor), Organization Development - A Jossey-Bass Reader, Published by: Wiley and Sons: USA - Virga, D., 2007. Decizie si schimbare organizationala ISBN:9789731251172 (COTA 65.012.4/V66 - Sala de lectură - etaj 2) - Jhonson, S., 2001. Cine mi-a furat cașcavalul. Curtea Veche: București -		

8. Use of Generative Artificial Intelligence Tools

Within the course *Organizational Change Management*, the use of tools based on generative artificial intelligence (GenAI) is permitted for research, information organization, and the review and improvement of academic writing. However, the use of GenAI is not permitted for creating simulated organizational development or change management scenarios that are the subject of case studies.

The use of GenAI tools must comply with the principles of academic integrity, transparency, and responsibility. The student remains responsible for the content and originality of the materials produced.

For the work completed, the student must fill out and attach the declaration regarding the use of GenAI tools to their personal portfolio for this course.

9. 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 content of the course *Organisational Change Management* is aligned with current research and practice trends in the field of organisational management, reflecting contemporary concerns related to organisational development, change leadership, digital transformation, and sustainability. The course contributes to the development of competencies required for analysing, planning, implementing, and evaluating organisational change processes. From an employer perspective, the course content supports the ability to identify the need for change, manage resistance to change, coordinate organisational transformation initiatives, and foster innovation and sustainable development.

10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course (C)	Demonstrated knowledge and understanding of the course content.	Summative assessment: Written examination (multiple-choice and open-ended questions.)	50%
10.5 Seminar (S)	Preparation and presentation of a case study in accordance with the specified requirements.	Continuous assessment: Evaluation of the quality of the case study.	50%
10.6 Laboratory (L)			
10.7 Project (P)			
10.8 Practical works (P)			
10.9 Minimum performance standard - Understanding of the content of the course at the level of essential ideas Obtaining at least 5 points (out of 10) for the seminar activity Obtaining at least 5 points (out of 10) for the answers to the exam - test Obtaining at least 5 points (out of 10) as a final grade			

Date
18.09.2026

Course titleholder:
Assoc. prof. Tomina Gabriela
SĂVEANU

Seminar titleholder:
Assoc. prof. Tomina Gabriela
SĂVEANU

tsaveanu@uoradea.ro

tsaveanu@uoradea.ro

Director of Department,
Prof. univ. dr.habil. Maria-Madela ABRUDAN

Date of approval in
the Department:
25.09.2026

Contact data:

University of Oradea, Faculty of Economic Sciences, Department of Economics and Business
1 Universităţii Street, Building F, room F 206
Zip code 410087, Oradea, Bihor, Romania
Tel.: 0259-408401;
E-mail: steconomice@uoradea.ro
Web page: <http://steconomiceuoradea.ro>

Dean,
Prof.univ.dr.habil. Diana SABĂU-POPA

Date of approval in
The Council of the
Faculty of Economic
Sciences:

28.09.2026

Contact data:

University of Oradea, Faculty of Economic Sciences, Dean's office
1 Universităţii Street
Zip code 410087, Oradea, Bihor, Romania
Tel.: 0259-408109; Fax: 0259-408409
E-mail: steconomice@uoradea.ro
Web page: <http://steconomiceuoradea.ro>