

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	Strategic Management						
2.2 Course titleholder	Prof. Elena BOTEZAT, Ph. D.						
2.3 Seminar titleholder	Prof. Elena BOTEZAT, Ph. D.						
2.4 Year of study	I	2.5 Semester	2	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 course book, workbook and recommended bibliography					28
Supplementary documentation in the library, on electronic specialty sites and in the field					14
Preparing seminars, themes, projects, portfolios and essays					10
Tutorship					10
Assessment activities					21
Other activities					0
3.7 Total hours of individual study	83				
3.9 Total hours/semester	125				
3.10 Number of credits	5				

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	Course room equipped with projector and whiteboard
5.2. concerning the seminar/laboratory activities	- Seminar room equipped with projector and whiteboard; - Internet access; - Access to library for bibliographic documentation.

6. Competencies acquired	
General/Professional competencies	C1 – Knowledge of management theories, business strategies, organisational structures C2 – Skill to analyse business performance, apply strategic models, evaluate data C3 - Competence in advising improvement, recommending strategies C4 - Knowledge of HR strategies, labour legislation, performance management C5 - Skill to design HR policies, develop programs, recruit/train staff C6 - Competence in managing team performance, change management, conflict resolution C7 - Skill to plan, execute, monitor, close projects C8 - Competence in risk assessment, budget control, stakeholder management C9 - Knowledge of logistics, supply chain design, inventory management, process optimization
Transversal Competencies	CT1 - Interpersonal skills CT2 - Ethical judgement CT5 - Organizational & planning skills CT6 - Critical thinking CT7 - Problem-solving CT8 - Communication (writing reports, presenting findings) CT9 - Teamwork and collaboration

6. 2. Expected learning outcomes	
Knowledge	▪ The student/graduate understands strategic planning processes, resource management, and organizational transformation. ▪ The student/graduate is familiar with modern managerial analysis tools, performance indicators, and change management techniques. ▪ The student/graduate uses professional terminology and conceptual frameworks for effective academic and professional communication.
Skills	▪ The student/graduate applies organizational diagnostic methods and uses digital tools for performance management. ▪ The student/graduate applies methods for planning and evaluating organizational change and formulates interventions adapted to the organizational culture.
Responsability and autonomy	▪ The student/graduate manages complex and unpredictable organizational situations through strategic and innovative approaches. ▪ The student/graduate acts as a change agent, fostering an organizational climate that supports learning, inclusion, and social responsibility.

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

7.1 General objective of discipline	Presentation of principals, theories and contemporary approaches in strategic management in order to develop analytical thinking and developing skills for objective assessment, based on scientific criteria.
7.2 Specific objectives	1. Knowledge and understanding; • building capacity of knowledge, appreciation and valuing different ways of thinking and action; • using in correct form concepts, categories, concepts specific to Strategic Management; 2. Explanation and interpretation:

	• explaining and interpreting ideas, theories and practical examples seen in their historical sequence and confrontations between them; • explaining and interpreting the effects of ideas, theories and economic actions; 3. Instrumental – applied skills: • Intellectual skills: independent study, conducting a scientific research method based on "team work" completed by a report; • Communication skills (dialogue, debate, public presentation etc.). • developing and using skills of cooperation and joint activity to solve a task under the guidance of the teacher training and skills to make decisions, accountability etc. 4. Attitude: • empowering own cognitive approach in strategic management, own views on the theories and decisions presented; • training of critical-reflective thinking, stimulating expression and personal opinions argumentation; • fostering and promoting learning environment based on values, ethics and social responsibility; • forming a positive and responsible behaviour.
--	---

8. Contents

8.1 Course (C)	Teaching methods	Observations
8.1.1. The Strategic Management Process	Lecture, discussion, questioning, problem-solving, debate, deduction, illustration; Power-point slides presentation using video-projector.	
8.1.2. The Strategy-Making Tasks		
8.1.3. Situation Analysis in Strategy-Making (role and methods)		
8.1.4. Competitor Analysis		
8.1.5. SWOT Analysis		
8.1.6. Generic Types of Competitive Strategy		
8.1.7. Strategy and Competitive Advantage		
8.1.8. Matching Strategy to the Situation		
8.1.9. From Single-Business Concentration to Divesification		
8.1.10. Techniques for Analyzing Diversified Companies		
8.1.11. Implementing Strategy: Organization-Building and Budgets		
8.1.12. Implementing Strategy: Support Systems		
8.1.13. Implementing Strategy: Commitment, Culture and Leadership		
8.1.14. Strategy Review, Evaluation and Control		

Bibliography:

Course book/Workbook:

- Botezat E., (2018), *Strategic Management*, handbook, Oradea
- Botezat E., (2007), *Management strategic*, Editura Universității din Oradea, Oradea
- Băcanu B., (1998), *Management strategic*, Editura Teora, București
- Botezat E. (2003), *Strategii manageriale în turism*, Editura Economică, București
- Fred R. David (1997). *Strategic Management*, 7th ed. Merrill Publishing Company
- Thompson A. A., Strickland A. J. (1993). *Strategic Management: Concepts and cases*, Richard D. Irwin Inc.

Supplementary documentation:

Primary sources:

Will be recommended at each course.

Secondary sources:

1. *Perspectives on Strategy from The Boston Consulting Group* (1998). Carl W. Stern and George Stalk, Jr. (Eds). John Wiley & Sons.
2. *The Balanced Scorecard: Translating Strategy into Action* (1996). Robert S. Kaplan and David P. Norton. Harvard Business School Press.
3. *The New Strategists* (1995). Stephen J. Wall and Shannon Rye Wall. Free Press.
4. *The Management Compass: Steering the Corporation Using Hoshin Planning* (1995). Michele Bechtell. American Management Association.
5. *Managing In A Time of Great Change* (1995). Peter F. Drucker. Truman-Talley/Dutton Books.
6. *Managing the Unknowable: Strategic Boundaries Between Order and Chaos in Organizations* (1992). Ralph D. Stacey. Jossey-Bass.
7. *The Art of The Long View* (1991). Peter Schwartz. Currency Doubleday.
8. *Managing Strategic Investment Decisions in Large Diversified Companies* (1988). Paul Marsh, Patrick Burwise, Kathryn Thomas, Robin Wensley. London Business School.
9. *The Little Black Book of Budgets and Forecasts* (1988). Michael C. Thomsett. American Management Association.
10. *Planning Strategies That Work* (1987). Arnolddo C. Hax. Oxford University Press.
11. *Strategic Planning and Management Handbook* (1987). William King and David Cleland. Van Nostrand Reinhold.
12. *Implementing Strategy* (1984). Lawrence G. Hrebiniak and William F. Joyce. Macmillan Publishing Company.
13. *Decision Making at The Top: The Shaping of Strategic Direction* (1983). Gordon Donaldson and Jay Lorsch. Basic Books.
14. *The Mind of the Strategist: The Art of Japanese Business* (1982). Kenichi Ohmae. McGraw-Hill.

8.2 Seminar (S)	Teaching methods	Observations
8.2.1. Key Terms in Strategic Management. Stages in Strategic Management. 8.2.2. The Strategic-Management Model 8.2.3. Strategic Management in different types of organizations (multinational corporations, small business, non-profit and governmental organizations) 8.2.4. The Benefits of Strategic Management 8.2.5. Gaining the Competitive Advantage 8.2.6. Forecasting Tools and Techniques in Strategic Management 8.2.7. Strategy Analysis and Choice 8.2.8. Implementing Strategies 8.2.9. Creating a Strategy-Supportive Culture 8.2.10. Marketing Issues in Strategy Implementation 8.2.11. Finance/Accounting Issues in Strategy Implementation 8.2.12. Research and Development Issues in Strategy Implementation 8.2.13. A Strategy-Evaluation Framework 8.2.14. Characteristics of an Effective Evaluation and Control System	Questioning, debate, deduction, examples, comment text, team work, essays, tests	
Bibliography:		

Course book/Workbook:

- Botezat E., (2018), *Strategic Management*, handbook, Oradea
- Botezat E., (2007), *Management strategic*, Editura Universității din Oradea, Oradea
- Băcanu B., (1998), *Management strategic*, Editura Teora, București
- Botezat E. (2003), *Strategii manageriale în turism*, Editura Economică, București
- Fred R. David (1997). *Strategic Management*, 7th ed. Merrill Publishing Company
- Thompson A. A., Strickland A. J. (1993). *Strategic Management: Concepts and cases*, Richard D. Irwin Inc.

Supplementary documentation:**Primary sources:**

Will be recommended at each course.

Secondary sources:

1. *Perspectives on Strategy from The Boston Consulting Group* (1998). Carl W. Stern and George Stalk, Jr. (Eds). John Wiley & Sons.
2. *The Balanced Scorecard: Translating Strategy into Action* (1996). Robert S. Kaplan and David P. Norton. Harvard Business School Press.
3. *The New Strategists* (1995). Stephen J. Wall and Shannon Rye Wall. Free Press.
4. *The Management Compass: Steering the Corporation Using Hoshin Planning* (1995). Michele Bechtell. American Management Association.
5. *Managing In A Time of Great Change* (1995). Peter F. Drucker. Truman-Talley/Dutton Books.
6. *Managing the Unknowable: Strategic Boundaries Between Order and Chaos in Organizations* (1992). Ralph D. Stacey. Jossey-Bass.
7. *The Art of The Long View* (1991). Peter Schwartz. Currency Doubleday.
8. *Managing Strategic Investment Decisions in Large Diversified Companies* (1988). Paul Marsh, Patrick Burwise, Kathryn Thomas, Robin Wensley. London Business School.
9. *The Little Black Book of Budgets and Forecasts* (1988). Michael C. Thomsett. American Management Association.
10. *Planning Strategies That Work* (1987). Arnoldo C. Hax. Oxford University Press.
11. *Strategic Planning and Management Handbook* (1987). William King and David Cleland. Van Nostrand Reinhold.
12. *Implementing Strategy* (1984). Lawrence G. Hrebiniak and William F. Joyce. Macmillan Publishing Company.
13. *Decision Making at The Top: The Shaping of Strategic Direction* (1983). Gordon Donaldson and Jay Lorsch. Basic Books.
14. *The Mind of the Strategist: The Art of Japanese Business* (1982). Kenichi Ohmae. McGraw-Hill.

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

Course and seminar contents are in according with expectations of the epistemic community representatives, related to similar discipline from other Romanian universities (Academy of Economic Studies - Faculty of Business Administration in foreign languages, Babes-Bolyai University - Faculty of Business, "Alexandru Ioan Cuza" University - Faculty of Economics and Business Administration etc.), and other EU universities (University of Oxford, University College London, The London School of Economics and Political Science etc.); course contents are correlated with expectations of professional associations and representative of economic employees and economic environment.

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 course content Rigorous integration of the course content into the managerial strategy project	Summative assessment: managerial strategy project	50%
10.5 Seminar (S)	Understanding the principals, theories and contemporary approaches in strategic management in order to develop analitical thinking and developing skills for objective assessment, based on scientific criteria	Continuous assessment: Designing and presenting the managerial strategy project during the various phases of the process	50%
10.6 Laboratory (L)	-	-	-
10.7 Project (P)	-	-	-
10.8 Practical works (P)	-	-	-
10.9 Minimum performance standard			
- Defining and illustrating concepts used in Strategic Management; - Characterization of main strategies used in business; - Developing a project (essay) based on bibliographic documentation (documentation of the library, computer documentation), following the rules of scientific ethics and public presentation of project prepared; - Supporting arguments to apply a personal professional development plan.			

Date

14.09.2026

Course titleholder:

Prof. Elena-Aurelia BOTEZAT, PhD

E-mail address:
ebotezat@uoradea.ro

Seminar titleholder:

Prof. Elena-Aurelia BOTEZAT, PhD

E-mail address:
ebotezat@uoradea.ro

Director of Department,

Prof. Maria-Madela ABRUDAN, PhD

Date of approval in the Department:

Contact data¹:

University of Oradea, Faculty of Economic Sciences, Department of Management-Marketing
Universităţii 1, Building Corp F, floor 1, room E118

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

25.09.2026

Zip code 410087, Oradea, Bihor, Romania
Tel.: 0259-408401;
E-mail: steconomice@uoradea.ro
Web page: <http://steconomiceuoradea.ro>

Dean,

Professor Diana SABĂU POPA, PhD

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

28.09.2026

Contact data²:

University of Oradea, Faculty of Economic Sciences, Department of Management-Marketing
Universității 1

Zip code 410087, Oradea, Bihor, Romania

Tel.: 0259-408109; Fax: 0259-408409

E-mail: steconomice@uoradea.ro

Web page: <http://steconomiceuoradea.ro>

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