



TOPICS AND BIBLIOGRAPHY
For Position 22 - Professor

Disciplines:

- General Management (in Romanian);
- Management (in English);
- Organizing and Human Resources in Projects;
- Human Resource Management.

Topics:

1. **Theoretical foundations of management.** The concept of management. Management schools, management functions, management process and management pyramid.
2. **Organization and environment.** The general environment (macro-environment - PESTEL model), the specific environment (micro-environment - Porter's model) and the internal environment. The SWOT matrix.
3. **Formulating the organization's strategy.** The organization's mission, strategic objectives, strategic courses of action, resources, timelines and competitive advantage. Types of strategies.
4. **Information system.** What is the information system? Components of the information system and main deficiencies of information systems.
5. **Decision-making system.** Decision and managerial decision. Primary factors of managerial decision. How to ensure the quality of decisions? Typology of decisions (various criteria). Stages of the decision-making process. Influence of culture on the decision-making process.
6. **Organizing.** Organizational structure and components of the organizational structure. Types of organizational structures. Informal organization.
7. **Team management.** Groups versus teams. Ways to ensure synergy. Roles within the team (Belbin). DISC behavioral analysis model.
8. **Communication and interpersonal relationships.** Communicating and connecting with others. Types of communication and their analysis. Barriers in communication. Influence and persuasion.
9. **Motivating human resources.** Motivation as a process and motivation as a result. Main motivational theories. Planning and flexibility. Reward management.
10. **Recruitment and selection of human resources.** Types of recruitment. Job description and personnel specification. Key elements in the selection process.
11. **Employee performance evaluation.** Performance appraisal systems. Objectives and stages of the performance appraisal process. Categories of evaluators. Sources of error in the evaluation process.
12. **Human resource development. Training, coaching and mentoring.** Human resource development. Meta-skills and personal development. Human resources training. Coaching versus mentoring.



13. **Career management.** What is career? The main career theories and methods to apply them in the managerial process. Career management.
14. **Leadership and emotional intelligence.** Profile of the successful leader. Leadership theories. Leadership performance. Emotional intelligence and emotional style.

Bibliography:

1. Burduș, E.; Popa, I. (2018). *Fundamentele managementului organizației*, ediția a III-a. București: Editura Pro Universitaria.
2. Carpenter, M.A.; Sanders, W.G. (2009). *Strategic Management: A Dynamic Perspective. Concepts and Cases*, 2nd edition. Upper Saddle River: Pearson Education.
3. Deac, V. (coord.) (2020). *Management*, ediția a patra. București: Editura ASE.
4. Lefter, V.; Deaconu, A.; Manolescu, A.; Marinaș, C.; Marin, I.; Igreș, R.Ș.; Nica, E.; Bogdan, A. (2012). *Managementul resurselor umane*. București: Editura Pro Universitaria.
5. Lefter, V.; Deaconu, A.; Pascari, L. (coord.) (2017). *Managementul resurselor umane*, București: Editura Economică.
6. Martin, V. (2006). *Managing Projects in Human Resources, Training and Development*. London: Kogan Page Ltd.
7. Pettinger, R.; Nelson, B.; Economy, P. (2011). *Management for Dummies*, 2nd edition. Chichester: John Wiley & Sons
8. Popescu, D. (2010). *Managementul general al firmei*, ediția a II-a. București: Editura ASE.
9. Robbins, S.; Delenzo, D.; Coulter, M. (2017). *Fundamentals of Management – Essential Concepts and Applications*, 10th edition. Pearson Education.
10. Verboncu, I. 2005. *Știm să conducem?*. București: Editura Economică.

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