



**TOPICS AND BIBLIOGRAPHY**  
**For Position 38 Associate Professor**

**Discipline:**

- Management (in Romanian);

**Topics:**

1. **Theoretical foundations of management.** Basic concepts: management, authority, responsibility, accountability. Management schools, management functions, management process and management pyramid.
2. **Organization and environment.** The general environment of the organizations (macro-environment - PESTEL model, VUCA), the specific environment (micro-environment - Porter's model) and the internal environment. The SWOT matrix.
3. **Planning – first managerial function.** Importance. Key-elements of planning. Major plans of organization.
4. **Formulating the organization's strategy.** The importance of strategy development. The components of strategy: the organization's mission, strategic objectives, strategic courses of action, resources, timelines and competitive advantage. Types of strategies.
5. **Information system.** The importance of information system. Components of the information system and main deficiencies of information systems.
6. **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.
7. **Methodological system (managerial methods and techniques)** Management by objectives, management by budgets, project management, delegation, methods of stimulating creativity in decision-making (Brainstorming, Philips 6.6., TGN)
8. **Organizing.** Organizational structure and components of the organizational structure. Types of organizational structures. Informal organization.
9. **Team management.** Groups versus teams. Ways to ensure synergy. Roles within the team (Belbin). DISC behavioral analysis model.
10. **Communication, leadership and emotional intelligence.** Types of communication within the organizations. Barriers in communication. Active listening, assertiveness and persuasion. Profile of the successful leader. Leadership theories. Transformational leader. Transactional leader. Team leader. Leadership performance. Emotional intelligence.
11. **Human Resource Management** Recruitment and selection of human resources. Types of recruitment. Job analysis. Job description – importance. Key elements in the selection process of future employees.
12. **Motivating human resources.** Motivation as a process and motivation as a result. Main motivational theories and their managerial implications.



13. **Stress and time management.** Stress factors at the organizational level. Developing resilience to stress. Time management – methods to improve
14. **Social responsibilities and ethics in organizational management.** Arguments for and against assuming social responsibilities by organizations. The difference between social obligation and social responsibility. Organizations' responsiveness to social issues. Factors influencing ethical behavior in organizational management. Possible ways to improve the ethical behavior of employees.

#### **Bibliography:**

1. Burduș, E.; Popa, I. (2018). *Fundamentele managementului organizației*, ediția a III-a. București: Editura Pro Universitaria.
2. Deac, V. (coord.) (2020). *Management*, ediția a patra. București: Editura ASE.
3. Kinichi, A.; Williams, B. (2018) *Management. Practical Introduction*, 8<sup>th</sup> Edition, Mc Graw Hill Education, New York
4. Lefter, V.; Deaconu, A.; Pascari, L. (coord.) (2017) *Managementul resurselor umane*, București: Editura Economică.
5. Robbins, S. P.; Coulter, M. (2020) *Management (Global Edition)*, 15<sup>th</sup> edition. Pearson Education Limited
6. Robbins, St. P.; Judge, T. A.; Vohra, N. (2019) *Organizational Behavior*, 18<sup>th</sup> Edition, PearsonIN, [www.pearsoned.co.in/stephenrobbins](http://www.pearsoned.co.in/stephenrobbins)