



COURSE SYLLABUS

COURSE TITLE	<i>STRATEGIC MANAGEMENT IN EU PUBLIC ADMINISTRATIONS</i>	COD:
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YEAR OF STUDY	2 / MASTER	SEMESTER	1	COURSE STATUS (MA-MANDATORY / OP-OPTIONAL)	OP
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NUMBER OF HOURS		TOTAL HOURS PER SEMESTER	TOTAL HOURS OF INDIVIDUAL ACTIVITY	EVALUATION TYPE (P-final project, O – oral examination, E- written examination, M-mixt)	LANGUAGE OF TEACHING
Course	Seminar				
20	32	52	104	M	ROMANIAN

COURSE HOLDER	ACADEMIC GRADE, SURNAME, NAME	DEPARTMENT
	Prof. hab., dr. Ana-Maria BERCU Prof. hab., dr. Gabriela BOLDUREANU Assoc. prof., dr. Elena CIGU Assoc. Prof., dr. Bogdan-Mihai PETRIȘOR	Department of Finance, Money and Public Administration

PREREQUISITE(S):	None
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COURSE OBJECTIVES	<p>GENERAL OBJECTIVE:</p> <p><i>The aim of the course is to offer a wide-ranging survey and assessment of strategic management at the level of public administrations in EU countries. It reveals that strategic management is much more than a management tool imported from private sector; it is a key of public administrations reforms at all levels of government, independently by the type of state or type of administration. Will we take into consideration the strategy and its implications on all levels of governance (political, social, economic, financial) at European level.</i></p>
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I. Strategy. Theory and scientific developments in European context

I.1. The evolution of the concept of strategy

I.2. Current scientific strategy theories

I.2.1. Formalistic school of strategy

I.2.2. Contingency school of strategy

I.2.3. The school focuses on strategic process

I.2.4. Towards an integrative approach

II. Strategy and strategic management in public organizations in EU

II.1. Strategic management. Content and interpretation

II.2. Strategic management process and its importance

II.3. Advantages and limitations of strategic management

II.4. Public organization and organizational theories

III. Components and strategies typology. EU typology

III.1. Strategy components

III.1.1. Mission

III.1.2. Strategic objectives

III.1.3. Resources organization

III.1.4. Time resources

III.2. Tactics and its role in implementing organizational strategy

III.3. Typology of strategies organizations. EU typology

IV. Analysis of contextual determinants in EU public administrations

IV.1. Exogenous determinants analysis of strategy

IV.1.1. Social Environment

IV.1.2. Technological environment

IV.1.3. Economic environment

IV.1.4. The political environment

IV.2. Assessment of external factors. MEFE global matrix

IV.3. The analyses of endogenous organization

IV.3.1. Organizational culture



	<p>IV.3.2. Political leaders and Public Administrators in EU</p> <p>IV.4. Evaluation of internal factors. MEFI global matrix</p> <p>V. Strategic planning in EU public administrations and future directions</p> <p>V.1. Organizational planning</p> <p>V.2. Strategic planning</p> <p>V.3. Neo-Weberian state theory</p> <p>V.4. Reinventing Government Theory</p> <p>V.5. Public marketing theory</p>												
OUTCOMES	<ul style="list-style-type: none"> - Define the type of strategy for a particular policy (at EU, regional, national, or organisational level). - Developing an appealing vision for the organization - Use analytical and critical thinking to assess competitive scenarios - Evaluate strategic alternatives - Recognise competitive patterns among strategies at the governmental levels in EU member states 												
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BIBLIOGRAPHY	<p>Books and research papers</p> <ol style="list-style-type: none"> 1. Allayre, Y., Firșirotu, M., Management strategic. Strategiile succesului în afaceri, Editura Economică, București, 1998. 2. Androniceanu, A., Management public internațional, Editura Economică, București, 2000. 3. Bercu, Ana-Maria, Strategii manageriale publice, Editura Tritonic, Cluj Napoca, 2013. 4. Bryson, J. M., Planificarea strategică pentru organizațiile publice și non profit, Editura ARC, București, 2002. 5. Joyce, Paul, Strategic Management in the Public Sector, Taylor and Francis Ltd., 2015. 6. Hill, C.W.L.; Jones, G.R.; Essentials of strategic management, 3rd edition, Cengage Learning, 2012, accesibil la adresa: http://202.28.25.105/e-learning/courses/703309/document/EssentialsofStrategicManagement_3rdEdition.pdf
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7. Hunger, J.D.; Wheelen, T. L.; Essentials of strategic management, 5th edition, Prentice Hall, 2011, accesibil la adresa: <https://epdf.pub/essentials-of-strategic-management-5th-edition.html>
8. Navas Lopez, J.E.; Guerras Martin, L.A.; Fundamentals of strategic management, 2nd edition, E-book Thompson and Reuters Proview, 2018: https://www.researchgate.net/publication/328139417_FUNDAMENTALS_of_STRATEGIC_MANAGEMENT_Second_edition
9. Drumaux, A. and Joyce, P. (2018). *Strategic Management for Public Governance in Europe*, Palgrave Macmillan London.
10. “EU Integration Seen through Statistics” available at: http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-71-05-691/EN/KS-71-05-691-EN.PDF
11. Europe in Figures: http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-CD-11-001/EN/KS-CD-11-001-EN.PDF
12. Hitt, M. A.; R. D. Ireland and R. E. Hoskisson (2017). *Strategic Management: Competitiveness & Globalization*. 12th Edition. Cengage Learning.
13. Epstein, M. J.; A. R. Bulovac and K. Yuthas (2015). Managing Social, Environmental and Financial Performance Simultaneously. *Long Range Planning*. 48. 35-45.
14. Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*, January.

Video materials

Strategic Framework for Public Administration Reform – WeBER / <https://www.youtube.com/watch?v=j-QKkZXAzE>

What is Strategic management? Strategic management Process, types. / <https://www.youtube.com/watch?v=5x-D2JLdeGqk>

Strategic Management 2016 PIXAR / <https://www.youtube.com/watch?v=zAn3H5rASo0>

Planning and Analysis in Public Administration / <https://www.youtube.com/watch?v=YPUJc8URscU>

Strategic Framework for Public Administration Reform – WeBER / <https://www.youtube.com/watch?v=j-QKkZXAzE>

EVALUATION	Requirements	<ol style="list-style-type: none"> 1. The course will be based on interactive didactical tools: multimedia presentations, free discussions, study-cases, role-plays etc. to develop new skills for students or to improve the existing ones. 2. The connection between professors and students will be based on face-to-face meetings at the class hours, corresponding via e-mail or office hours. 3. The participants will be assessed by a project based on the issues discussed at the classes; the projects will be presented and discussed at the meetings. 4. To pass the discipline, the students should obtain minim 5 grade (calculated as arithmetic media of project and on-going assessment). 							
	Composition of the final grade	<table border="1"> <thead> <tr> <th>Activity</th> <th>Percentages</th> </tr> </thead> <tbody> <tr> <td>Project</td> <td>50%</td> </tr> <tr> <td>On-going assessment</td> <td>50%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </tbody> </table>	Activity	Percentages	Project	50%	On-going assessment	50%	Total
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