

**SYLLABUS**  
**Academic Year 2023/2024**  
**1st Year of Study/ First Semester**

**1. Information on academic programme**

1.1. University	"1 Decembrie 1918" University of Alba Iulia
1.2. Faculty	Faculty of Economics
1.3. Department	Business Administration and Marketing
1.4. Field of study	Business Administration
1.5. Cycle of Study	Master
1.6. Academic programme / Qualification	Master of Business Administration 242213 Expert accessing European structural and cohesion funds, 242222 Business Information Analyst, 242232 Sustainable Development Expert.

**2. Information of Course Matter**

2.1. Course	Business Strategies and Models		2.2. Subject code	BA 111			
2.3. Course Leader/ Seminar Tutor	Lecturer PhD. Dârja Mălina						
2.4. Seminar Tutor	Lecturer PhD. Dârja Mălina						
2.5. Academic Year	I	2.6. Semester	I	2.7. Type of Evaluation (E – final exam/C- examination /VP)	E	2.8. Type of course (C– Compulsory, Op – optional, F - Facultative)	C

**3. Course Structure (Weekly number of hours)**

3.1. Weekly number of hours	4	3.2. course	2	3.3. seminar, laboratory	2
3.4. Total number of hours in the curriculum	56	3.5. course	28	3.6. seminar, laboratory	28
Allocation of time:					hours
Individual study of readers					55
Documentation (library)					55
Home assignments, Essays, Portfolios					30
Tutorials					2
Assessment (examinations)					2
Other activities.....					-

3.7 Total number of hours for individual study	144
3.9 Total number of hours per semester	200
3.10 Number of ECTS	8

**4. Prerequisites (where applicable)**

4.1. curriculum-based	-
4.2. competence-based	-

**5. Requisites (where applicable)**

5.1. course-related	- for courses: slides, informative materials - for students: edited course support
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	- technical equipment: laptop, video projector
5.2. seminar/laboratory-based	- for seminar: informative materials - technical equipment: laptop, video projector

### 6. Specific competences to be acquired (chosen by the course leader from the programme general competences grid)

Professional competences	S6. Establishing systems, capabilities and strategies for developing and diversifying the business environment; S7. Establishing the business plan, the strategies, the specific plans and programs, the necessary procedures, as well as identifying and applying corrective measures in order to achieve the expected objectives in the best possible conditions; S8. Understanding the importance of developing business strategies that generate a sustainable and healthy growth S10. Acquiring theoretical and practical knowledge in the field of business development; S14. Familiarizing Master's degree students with organizational resources management in accordance with the newest concepts used in the field of business management; S15. Elaborating general organization development strategies (marketing and promotion strategies, etc.); developing studies and analysis, as well as technical-economic, organizational and efficiency opportunities for the specific activities of an organization; S18. Developing organizational leadership skills;
Transversal competences	TS1. Development of logical and cognitive analysis mechanisms necessary for business management

### 7. Course objectives (as per the programme specific competences grid)

7.1 General objectives of the course	The course wants to present a conceptual framework to separate and relate <i>business model</i> and <i>strategy</i> . Business model is presented as a reflection of the firm's realized strategy. In simple competitive situations there is a one-to-one mapping between strategy and business model, which makes it difficult to separate the two notions. The course emphasizes on the fact that the concepts of strategy and business model differ when there are important contingencies upon which a well-designed strategy must be based. The course also delivers a clear separation between tactics and strategy. This distinction is possible because strategy and business model are different constructs.
7.2 Specific objectives of the course	- to understand the meaning of concepts (strategy, business model) - to understand and establish connections between the two concepts - to identify and understand the business models components - to be able to build a business model

### 8. Course contents

8.1 Course (learning units)	Teaching methods	Remarks
1. Strategy. Definition and Meaning	Lecture Conversation	Students may use printed course support or other library resources for information 2 hours
2. Strategy. Definitions	Lecture Conversation	Students may use printed course support or other library resources for information 2 hours
3. What is strategy? Strategic management and strategic competitiveness The 21 <sup>st</sup> century competitive land scape The I/O Model of Above Average Returns	Lecture Conversation Video support Analyses, case studies	Students may use printed course support or other library resources for information 2 hours
4. The Resource Based Model of Above	Lecture	Students may use printed course

Average Returns Vision and Mission Stakeholders Strategic Leaders The practical question: HOW?	Conversation Exemplifications Problem solving Opponent dialogue	support or other library resources for information 2 hours
5. Strategic actions: Strategy Formulation	Lecture Conversation Analyses, case studies	Students may use printed course support or other library resources for information 2 hours
6. Business Level Strategy	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information 2 hours
7. Competitive Rivalry and Competitive Dynamic	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information 2 hours
8. Strategy tools. PEST Analysis	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information 2 hours
9. SWOT Analysis,	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information 2 hours
10. Change Management Project management	Lecture Conversation Exemplifications	Students may use printed course support or other library resources for information 2 hours
11. Business model definitions. Business Model Framework	Lecture Problem solving	Students may use printed course support or other library resources for information 2 hours
12. Business Model CANVAS	Lecture Conversation Exemplifications Problem solving	Students may use printed course support or other library resources for information 2 hours
13. Business Model CANVAS	Lecture Conversation Exemplifications Video support Analyses, case studies	Students may use printed course support or other library resources for information 2 hours
14. Final discussions. Recap. Q&A	Conversation	Students may use printed course support or other library resources for information 2 hours
<b>References</b> <ol style="list-style-type: none"> <li>DÂRJA, MĂLINA, Business strategies and models. Class materials, electronic format (available at the University Library), 2023</li> <li>DÂRJA, MĂLINA, Strategic management. Class materials, electronic format (available at the University Library), 2023</li> <li>PORTER, M.E., <i>Strategy and the Internet</i>, Harvard business review, 79(3), 2001</li> </ol>		

4. PORTER, M.E., *What Is Strategy?*, Harvard business review, 74(6), 1996
5. PORTER, M.E., *Competitive advantage : creating and sustaining superior performance*, New York; London: Free Press; Collier Macmillan, 1985
6. PORTER, M.E., *Competitive strategy : techniques for analyzing industries and competitors*, New York: Free Press 1980
7. BARNEY, J.B. and ARIKAN, A.M., *The Resource-based View: Origins and Implications*, In: M.A. HITT, R.E. FREEMAN and J.S. HARRISON, eds, *The Blackwell handbook of strategic management*. Oxford: Blackwell Publ. 2001
8. DAVENPORT, T.H., LEIBOLD, M. and VOELPEL, S., *Strategic management in the innovation economy: strategy approaches and tools for dynamic innovation capabilities*, Erlangen; Great Britain: Publicis. 2006
9. LINDER, J.C. and CANTRELL, S., *Changing Business Models: Surveying the Landscape*. Cambridge, MA, USA: Accenture Institute for Strategic Change, 2000
10. NICKOLS, F., *Strategy, Strategic Management, Strategic Planning And Strategic Thinking*, 2016
11. TIDD, J., BESSANT, J.R. and PAVITT, K., *Managing innovation: integrating technological, market and organization change*, Chichester: John Wiley & Sons Ltd., 2005
12. ZOTT, C. and AMIT, R., *The fit between product market strategy and business model: implications for firm performance*, Strategic Management Journal, 29(1), 2008
13. WHEELLEN, TH., *Strategic Management and Business Policy. Globalization, Innovation and Sustainability*, Fourteenth Ed., Pearson education INC, 2015
14. Anthony W. Ulwick, *Business strategy formulation : theory, process, and the intellectual revolution*, QUORUM BOOKS Westport, Connecticut, London, 1999
15. ANDREWS, KENNETH, *The Concept of Corporate Strategy*, 2nd Edition. Dow-Jones Irwin. 2, 1980
16. BRYSON, JOHN M., *Strategic Planning for Public and Nonprofit Organizations*. Jossey-Bass, 1995

<b>Seminars-laboratories</b>	<b>Teaching methods</b>	<b>Remarks</b>
S1. General information about the class.  2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S2. Paralel between the concept of strategy in the military field and the business field. Homework 1. 2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S3. What is strategy? Homework 2. 2 hours	Conversation Exemplifications Presentation and discussions over Homework 1.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S4. Strategy  2 hours	Conversation Exemplifications Presentation and discussions over Homework 2.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S5. Business strategy formulation Homework 3 2 hours	Conversation Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S6. Strategy tools. PEST  2 hours	Conversation Exemplifications Presentation and discussions over Homework 3.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S7. Strategy tools. SWOT. Homework 4.	Conversation Exemplifications Homework 4.	minimum required bibliographic sources: course support, Seminar book made available to students by the

2 hours		course leader
S8. Business model definitions 2 hours	Presentation and discussions over Homework 4. Conversation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S9. Business model CANVAS 2 hours	Exemplifications	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S10. Business model CANVAS. Homework 5. 2 hours	Conversation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S11. Canvas – students presentation 2 hours	Presentation and discussions over Homework 5.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S12. Canvas – students presentation 2 hours	Presentation and discussions over Homework 5.	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S13. Final paper presentation 2 hours	Final paper presentation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader
S14. Final paper presentation 2 hours	Final paper presentation	minimum required bibliographic sources: course support, Seminar book made available to students by the course leader

#### References

1. DĂRJA, MĂLINA, Business strategies and models. Class materials, electronic format (available at the University Library), 2023
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8. DAVENPORT, T.H., LEIBOLD, M. and VOELPEL, S., *Strategic management in the innovation economy: strategy approaches and tools for dynamic innovation capabilities*, Erlangen; Great Britain: Publicis. 2006
9. LINDER, J.C. and CANTRELL, S., *Changing Business Models: Surveying the Landscape*. Cambridge, MA, USA: Accenture Institute for Strategic Change, 2000
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16. BRYSON, JOHN M., *Strategic Planning for Public and Nonprofit Organizations*. Jossey-Bass, 1995

**9. Corroboration of course contents with the expectations of the epistemic community's significant representatives, professional associations and employers in the field of the academic programme**

The content of this file and implicitly of the course is the result of consulting information related to the business environment requirements, requirements that we became aware of during meetings with representatives of the business environment within the CEAC committees for the study programs of the Faculty of Economic Sciences. The pragmatic nature of the discipline, resulting from the operationalization of the main activities specific to the organizations, is in accordance with the requirements of the contemporary economic community.

**10. Assessment**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	<i>Correct and complete solving of exam topics</i>	Written test examination (from the theoretical aspects presented at class).	40%
10.5 Seminar/laboratory	- <i>Correctness and completeness in drawing up of practical works</i> - <i>Paper scientific content</i>	<i>Verification during the semester</i> <i>Practical works: Paper writing consisting in 5 homeworks during the semester and one final paper presentation</i>	60%
	- <i>Involvement in approaching the seminar topics</i>		
10.6 Minimum performance standard: minimum grade 5			
<p>- have a complete portfolio of practical works from the seminar</p> <p>The presentation of the students is subject to:</p> <ol style="list-style-type: none"> <li>attendance at the seminar in a proportion of at least 80%</li> <li>attendance at least 70%</li> </ol> <p>Students absent from the seminars have the possibility to recover the seminars by supporting a project (on the subject of the course and the seminar) before the exam. The theme of the project will be given by the seminar holder</p> <p>Students absent from the courses will be penalized with 1 point in the final grade if they do not have a minimum attendance of 70%.</p>			

Submission date  
18<sup>th</sup> of september 2023

Course leader signature  
Lecturer PhD. Dârja Mălina.

Seminar tutor signature  
Lecturer PhD. Dârja Mălina.

Date of approval  
20<sup>th</sup> of september 2023

Department director signature  
Associate Professor PhD. Maican Silvia