

**SYLLABUS**  
**Academic Year 2023/2024**  
**2nd Year of Study/ Second 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/ Business administration<br>242213 Expert accessing European structural and cohesion funds,<br>242222 Business Information Analyst, 242232 Sustainable<br>Development Expert |

**2. Information of Course Matter**

|                                   |  |               |    |  |        |   |   |
|-----------------------------------|--|---------------|----|--|--------|---|---|
| 2.1. Course                       | Entrepreneurial Culture and Business Development |               |    | 2.2. Subject code  | BA 221 |   |   |
| 2.3. Course Leader/ Seminar Tutor | Assoc Prof. PhD. Maican Silvia                   |               |    |  |        |   |   |
| 2.4. Seminar Tutor                | Assoc Prof. PhD. Maican Silvia                   |               |    |  |        |   |   |
| 2.5. Academic Year                | II   | 2.6. Semester | II | 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                  | 3  | 3.2. course | 2  | 3.3. seminar, laboratory | 1     |
| 3.4. Total number of hours in the curriculum | 42 | 3.5. course | 28 | 3.6. seminar, laboratory | 14    |
| Allocation of time:                          |    |             |    |                          | hours |
| Individual study of readers                  |    |             |    |                          | 24    |
| Documentation (library)                      |    |             |    |                          | 20    |
| Home assignments, Essays, Portfolios         |    |             |    |                          | 10    |
| Tutorials                                    |    |             |    |                          | 2     |
| Assessment (examinations)                    |    |             |    |                          | 2     |
| Other activities.....                        |    |             |    |                          | -     |

|  |     |
|--|-----|
| 3.7 Total number of hours for individual study | 58  |
| 3.9 Total number of hours per semester         | 100 |
| 3.10 number of ECTS                            | 4   |

**4. Prerequisites (where applicable)**

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

**5. Requisites (where applicable)**

|                               |   |
|-------------------------------|---|
| 5.1. course-related           | <ul style="list-style-type: none"> <li>- for courses: slides, informative materials</li> <li>- for students: edited course support</li> <li>- technical equipment: laptop, video projector</li> </ul> |
| 5.2. seminar/laboratory-based | <ul style="list-style-type: none"> <li>- for seminar: informative materials</li> <li>- technical equipment: laptop, video projector</li> </ul>  |

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

|                          |  |
|--------------------------|--|
| Professional competences | <p>S5. Leadership skills and a strong commitment to own professional development;</p> <p>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;</p> <p>S10. Acquiring theoretical and practical knowledge in the field of business development;</p> <p>S13. Understanding the way business plans and feasibility studies are developed;</p> <p>S16. Acquiring knowledge to set up and manage a business; acquiring knowledge for developing the business plan, the financial plan and drawing up the documentation to attract funding sources;</p> <p>S17. Specialty knowledge, abilities and skills for adopting various solutions in organizing, managing and financing different activities;</p> <p>S21. Ability to understand the importance of partnerships for business development;</p> <p>S23. Ability to find a source of funding that is appropriate to the organization's purpose and objectives</p> |
| Transversal competences  | -  |

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

|                                       |   |
|---------------------------------------|---|
| 7.1 General objectives of the course  | The course wants to provide an overview of the business development process to familiarize master students with the concepts of business development, the role of business development and of the business manager, the competences of business development and how to integrate the business development.  |
| 7.2 Specific objectives of the course | <ul style="list-style-type: none"> <li>- to understand the meaning of concept of business development</li> <li>- to understand and to explain the pitfalls of business management</li> <li>- to identify and understand the role of business development nad of the business managers</li> <li>- to understand and to identify the competences of business development</li> <li>-to be able to apply the concepts when organising and implementing business development.</li> </ul> |

### 8. Course contents

| 8.1 Course (learning units)                                 | Teaching methods   | Remarks  |
|---|--|--|
| 1. General information. Structure of the course. Objectives | Lecture<br>Conversation  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 2. 1. Introduction  | Lecture<br>Conversation  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 3. Chapter 1<br>Business development                        | Lecture<br>Conversation<br>Video support<br>Analyses, case studies | Students may use printed course support or other library resources for information<br><b>2 hours</b> |

|  |  |  |
|--|--|--|
| 4. The pitfalls of business development          | Lecture<br>Conversation<br>Exemplifications<br>Problem solving<br>Opponent dialogue            | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 5. Chapter 2. Managing business development      | Lecture<br>Conversation<br>Analyses, case studies  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 6. The role of business development              | Lecture<br>Conversation<br>Exemplifications  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 7. What does a BD manager do?                    | Lecture<br>Conversation<br>Exemplifications  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 8. Organising business development               | Lecture<br>Conversation<br>Exemplifications  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 9. Competences of business development           | Lecture<br>Conversation<br>Exemplifications  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 10. Performance measures for business developers | Lecture<br>Problem solving   | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 11. Chapter 3. Integrating business development  | Lecture<br>Conversation<br>Exemplifications<br>Problem solving                                 | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 12. The rules of engagement                      | Lecture<br>Conversation<br>Exemplifications  | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 13. Final discussions                            | Conversation<br>Exemplifications<br>Problem solving<br>Video support<br>Analyses, case studies | Students may use printed course support or other library resources for information<br><b>2 hours</b> |
| 14. Final discussions                            | Conversation<br>Exemplifications<br>Problem solving<br>Video support<br>Analyses, case studies | Students may use printed course support or other library resources for information<br><b>2 hours</b> |

#### References

Silvia Maican, Mălina Dârja, Entrepreneurial culture and business management. Class materials, electronic format (available at the University Library), 2023

Mălina Dârja, Strategic management. Class materials, electronic format (available at the University Library), 2023

Mălina Dârja, Business strategies and models. Class materials, electronic format (available at the University Library), 2023

David Stokes, Nick Wilson, Small Business management and Entrepreneurship, 8th Edition, Cengage, 2021

Edward D. Hess, Growing an Entrepreneurial Business. Concepts and cases, Stanford University Press, 2011

Santino Spencer, Business Development, iulie 2023

Kohne Andreas, Business Development: Processes, Methods and Tools, Springer, 2022

Eric Ries , The Lean Startup, 2011

Chris Voss, Tahl Raz, Never Split the Difference: Negotiating As If Your Life Depended On It, 2016  
 Keith Ferrazzi, Never Eat Alone, 2005  
 Peter Thiel, Blake Master , Zero To One, 2014  
 Sean Ellis, Morgan Brown, Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success, 2017  
 W. Chan Kim, Renée Mauborgne, Blue Ocean Strategy, 2004

| Seminars-laboratories  | Teaching methods   |   |
|--|--|---|
| S1.<br>General information about the class.  | Conversation<br>Exemplifications   | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br><b>2 hours</b> |
| S2.<br>What is business entrepreneurial culture? <b>Steps to Creating an Entrepreneurial Culture</b> | Conversation<br>Exemplifications   | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br><b>2 hours</b> |
| S3.<br>The diversity of current business development practices                                       | Conversation<br>Exemplifications   | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br><b>2 hours</b> |
| S4.<br>The role and responsibility of business development. Exercise 1<br>1,5 points/6               | Conversation<br>Exemplifications<br>Homework 1.                                      | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br>2 hours        |
| S5.<br>The role of BD manager. Exercise 2<br>1,5 point/6   | Conversation<br>Exemplifications<br>Homework 2.                                      | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br><b>2 hours</b> |
| S6.<br>Organising business development   | Conversation<br>Exemplifications<br>Presentation and discussions over<br>Homework 2. | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br><b>2 hours</b> |
| S7. Final paper presentation<br>3 points/6   | Presentation and discussions over Final projects.                                    | minimum required bibliographic sources:<br>course support, Seminar book made available to students by the course leader<br><b>2 hours</b> |

**References**  
 Silvia Maican, Mălina Dârja, Entrepreneurial culture and business management. Class materials, electronic format (available at the University Library), 2023  
 Mălina Dârja, Strategic management. Class materials, electronic format (available at the University Library), 2023  
 Mălina Dârja, Business strategies and models. Class materials, electronic format (available at the University Library), 2023  
 David Stokes, Nick Wilson, Small Business management and Entrepreneurship, 8th Edition, Cengage, 2021  
 Edward D. Hess, Growing an Entrepreneurial Business. Concepts and cases, Stanford University Press, 2011  
 Santino Spencer, Business Development, iulie 2023  
 Kohne Andreas, Business Development: Processes, Methods and Tools, Springer, 2022  
 Eric Ries , The Lean Startup, 2011  
 Chris Voss, Tahl Raz, Never Split the Difference: Negotiating As If Your Life Depended On It, 2016  
 Keith Ferrazzi, Never Eat Alone, 2005  
 Peter Thiel, Blake Master , Zero To One, 2014  
 Sean Ellis, Morgan Brown, Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success, 2017

**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/<br>laboratory | <i>- Correctness and completeness in drawing up of practical works</i> | <i>Verification during the semester</i>  | 60%                            |
|                             | <i>- Paper scientific content</i>                                      | <i>Practical works: Paper writing consisting in <u>2</u> homeworks during the semester and <b>one final paper presentation</b></i> |                                |
|                             | <i>- Involvement in approaching the seminar topics</i>                 |  |                                |

**10.6 Minimum performance standard: minimum grade 5**

- have a complete portfolio of practical works from the seminar

The presentation of the students is subject to:

1. attendance at the seminar in a proportion of at least 80%
2. attendance at least 70%

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

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%.

Submission date  
18.09.2023

Course leader signature  
Assoc. Prof. PhD. Maican Silvia

Seminar tutor signature  
Assoc. Prof. PhD. Maican Silvia

Date of approval by Department members  
20.09.2023

Department director signature  
Assoc. Prof. PhD. Maican Silvia