

COURSE SYLLABUS

1. Data about the program

1.1 Higher education institution	Babeş-Bolyai University
1.2 Faculty	Faculty of Political, Administrative and Communication Sciences
1.3 Doctoral school	Doctoral School of Administrative Sciences
1.4 Field of study	Administrative Sciences
1.5 Study cycle	Doctorate
1.6 Study program / Qualification	Administrative Sciences

2. Course data

2.1 Name of discipline	Management and strategic planning in the public and NGO sector						
2.2 Teacher responsible for lectures	Prof. univ. dr. Călin Emilian Hîntea						
2.3 Teacher responsible for seminars	Prof. univ. dr. Călin Emilian Hîntea						
2.4 Year of study		2.5 Semester		2.6. Type of evaluation		2.7 Course framework	

3. Estimated total time of teaching activities (hours per semester)

3.1 Hours per week	4	Out of which: 3.2 Lectures	2	3.3 Seminars / Laboratory classes	2
3.4 Total hours in the curriculum	48	Out of which: 3.5 Lectures	24	3.6 Seminars / Laboratory classes	24
Allocation of study time:					
Study supported by textbooks, other course materials, recommended bibliography and personal student notes					
Additional learning activities in the library, on specialized online platforms and in the field					
Preparation of seminars / laboratory classes, topics, papers, portfolios and essays					
Tutoring					
Examinations					
Other activities: -					
3.7 Individual study (total hours)					
3.8 Total hours per semester					
3.9 Number of credits					

4. Preconditions (where applicable)

4.1 Curriculum	<ul style="list-style-type: none"> • Not the case
4.2 Competences	<ul style="list-style-type: none"> • Not the case

5. Conditions (where applicable)

5.1 Conducting lectures	<ul style="list-style-type: none"> • Not the case
5.2 Conducting seminars / laboratory classes	<ul style="list-style-type: none"> • Not the case

6. Specific competences acquired

Professional competences	<ul style="list-style-type: none"> • The ability to develop a management plan • The ability to design and project an organizational diagnosis • The ability to perform an analysis of the organizational culture • The ability to collect, analyze and interpret data • The ability to develop a strategic plan for a public or non-profit organization
Transversal competences	<ul style="list-style-type: none"> • Developed critical thinking • Public speaking and presentation skills • Analysis and synthesis • Data presentation • Use of technology

7. Course objectives (based on the acquired competencies grid)

7.1 The general objective of the course	<p>This course aims to familiarize students with the basic principles and concepts in the field of public management and strategic planning taking into account the specifics of public and non-profit organizations.</p> <p>On the one hand, students will benefit from a thorough theoretical training, the goal being a better understanding of fundamental concepts for public management and strategic planning such as: management, public organization environment, public-private partnership, effectiveness, efficiency, organizational culture, organizational diagnosis, change and organizational development, mission, vision and strategic goals, implementation and evaluation of programs, change and organizational development, formulation and adaptation of successful strategies, operational management and strategic management, SWOT analysis, PEST analysis, etc.</p> <p>On the other hand, students will have the opportunity to use the concepts and techniques acquired in practical activities such as comparing public and private organizations in terms of the type of management used, case studies, analysis of organizational culture for a public or non-profit organization, managing the strategic planning process, case studies, strategy analysis or making a strategic proposal for a public or non-profit organization.</p>
7.2 Specific objectives	<p>By the end of the semester, students should be able to:</p> <ul style="list-style-type: none"> • Understands the basic concepts in the field of public management and strategic planning • Use these concepts in real-life situations in the public and non-profit sector • Use specific tools to the analysis of organizational culture • Develop a management plan that could be applied in a public or private organization • Articulate the vision, mission and strategic objectives of an organization • Use specific tools to strategic analysis and planning such as SWOT analysis, PEST analysis, logical framework analysis, etc. • Perform an analysis of the organizational culture

- Develop a pragmatic strategic plan that could be applied in a public or private organization

8. Content

8.1 Lectures	Teaching methods	Comments
1. Introduction	Presentation, discussion, case studies, exercises	Familiarization with the theme and requirements of the course. Presentation of materials and methods to be used during the semester, syllabus, evaluation methods
2. Organizations		Public organizations-private organizations. Why do we need public organizations?
3. Management		General management, the functions of management
4. Management in the public sector		Public sector, private sector, particularities of public management
5. Essential concepts in public management		Efficiency, effectiveness, resource economy, public-private partnership
6. Management of local communities		Local communities, decentralization, deconcentration
7. Public marketing		Public marketing, clients and citizen participation
8. Organizational culture		Definition, history, functions, change of organizational culture, organizational culture of public organizations
9. New Public Management		Managerialism, NPM
10. Strategic management, strategic planning		Strategic planning processes, the cycle of planification
11. Strategic planning in public organizations		Strategic approach in PA, constraints, challenges, particularities
12. Reform and management in Romania. Strategy and structural change		Reform, structural changes, the process of administrative reform in Romania
13. National strategies		Case studies: PND, PNR, CSNR
14. Strategic planning at the local level		Case studies: Cluj-Napoca, Sf. Gheorghe, Huedin, Baraolt, Covasna
8.2 Seminars / laboratory classes	Teaching methods	Comments
Case studies prepared with the doctoral students, based on their individual doctoral research topics	Presentation, discussion, exercises	
Bibliography: 1. Richard Rumelt, Good Strategy/Bad Strategy. The Difference and Why It Matters, Profile Books, 2017 2. Harvard Business School, On Strategy, 2017 3. Hintea, Profiroiu, Ticiu(eds), Strategic Planning in Local Communities. A cross National Study of 7 countries, Palgrave MacMillan, 2019 4. Henry Mintzberg, Ascensiunea și declinul planificării strategice, Editura Publica, București, 2008 5. John M. Bryson, Planificarea strategică pentru organizații publice și non-profit, Editura Arc, București, 2002 6. Hîntea C.,E., - Management Public, Ed.Accent, 2007 7. Pollitt C., The Essential Public Manager, Open University Press, 2003 8. Lynn, L., E, Public management: old and new, Routledge, 2006 9. Bovaird T., Loffler E.,(ed.) Public Management and Governance, Routledge, 2003 10. Robert H. Waterman Jr. and Tom Peters, In Search of Excellence, Profile Books, 2015		

11. David Osborne, Ted Gaebler, Reinventing Government, How the Entrepreneurial Spirit is Transforming the Public Sector, Addison-Wesley Publishing, 1992
12. Erin Meyer, The Culture Map Decoding How People Think, Lead, and Get Things Done Across Cultures, Public Affairs, 2015

9. Aligning the contents of the discipline with the expectations of the epistemic community representatives, professional associations and standard employers operating in the program field

Strategic planning is an area of interest to the public and non-profit sector, all of which need to carry out such processes in order to function optimally. Moreover, there is a need for an adaptation of processes and techniques in this field. to the specificities of the public and non-profit sector. The course owner has significant experience in practice and is in constant contact with practitioners in this field.

10. Examination

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Weight in the final grade
10.4 Lectures	A final project, which consists in carrying out an organizational or community diagnosis at choice, following the methodology presented in the lectures	The written paper is evaluated based on a set scale; students must also make an oral presentation of the paper, in the presentation being pointed out aspects related to the quality of the presentation	70%
	Assessment of knowledge	Ongoing tests	
10.5 Seminars / laboratory classes	Propose an article based on a case study that refers to one of the topics of the course; moderating this debate with colleagues for 30 minutes	There is a scale based on which the discussions are evaluated which includes the quality of the proposed text, the clarity of the summary of the main ideas, the importance of the ideas proposed for debate by colleagues, etc.	30%
	Assessment of knowledge	Written exam	
10.6 Minimum performance standard			
The student must obtain the “promoted” qualificative			

Date of issue

Signature of the teacher responsible for lectures

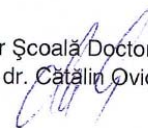
Signature of the teacher responsible for seminars




Date of approval by the doctoral school council

Signature of the doctoral school director

Director Școală Doctorală
Prof. univ. dr. Catalin Ovidiu Baba



27.09.2021