



SYLLABUS
Management and strategic planning in the public and non-profit domain
University year 2025-2026

1. Information regarding the programme

1.1. Higher education institution	Babeș-Bolyai University, Cluj Napoca
1.2. Faculty	Faculty of Political, Administrative, and Communication Sciences
1.3. Department	Department of Public Administration and Management
1.4. Field of study	Administrative Sciences
1.5. Study cycle	Doctorate
1.6. Study programme/Qualification	Doctoral School of Administration and Public Policy
1.7. Form of education	Full-time education

2. Information regarding the discipline

2.1. Name of the discipline	Management and strategic planning in the public and non-profit domain	Discipline code: SCDAPP3
2.2. Course coordinator	Prof. univ. dr. Călin Emilian Hîntea	
2.3. Seminar coordinator	Prof. univ. dr. Călin Emilian Hîntea	
2.4 Year of study	I	2.5 Semester
	I	2.6. Type of evaluation
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		2.7 Discipline regime
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3. Total estimated time (hours/semester of didactic activities)

3.1 Hours per week	3	Of which: 3.2 course	2	3.3 seminar/laboratory	1
3.4 Total hours in the curriculum	42	Of which: 3.5 course	28	3.6 seminar/laboratory	14
Allocation of study time:					Ore
Study supported by textbooks, other course materials, recommended bibliography and personal student notes					200
Additional learning activities in the library, on specialized online platforms and in the field					76
Preparation of seminars / laboratory classes, topics, papers, portfolios and essays					76
Tutoring					5
Examinations					5
Other activities: -					0
3.7 Total individual study hours	186				
3.8 Total hours per semester	200				
3.9 Number of ECTS credits	8				

4. Prerequisites (if necessary)

4.1. curriculum	Not applicable
4.2. competencies	Not applicable

5. Conditions (if necessary)

5.1. for the course	Not applicable
5.2. for the seminar /lab activities	Not applicable



6. Competencies

6.1 Specific competencies acquired

Key competencies	<p>Ability to develop and implement organizational strategies in the public and non-profit sectors</p> <p>Ability to analyze and diagnose organizations</p> <p>Ability to analyze, interpret, and utilize data in the decision-making process</p> <p>Development of critical thinking and analytical and synthesis skills</p> <p>Ability to communicate strategically and use technology in public management</p>
Transversal competencies	<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
Professional/ essential competencies	<ul style="list-style-type: none"> • Developed critical thinking • Public speaking and presentation skills • Analysis and synthesis • Data presentation • Use of technology

6.2 Learning outcomes

Knowledge	<p>Upon completion of the course, doctoral students will be able to:</p> <ul style="list-style-type: none"> • explain the fundamental concepts of public management and strategic planning in public and non-profit organizations; • critically analyze the particularities of public management compared to private sector management; • describe and interpret the role of the institutional, political, and socio-economic environment in the formulation of organizational strategies; • compare classical and contemporary models of public management (including New Public Management); • explain the concepts of efficiency, effectiveness, resource economy, and governance in the public context; • analyze the theoretical foundations of organizational culture and organizational change; • integrate the concepts of strategic management, strategic planning, and administrative reform into the analysis of the public and non-profit sector.
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Skills	<p>Upon completion of the course, doctoral students will be able to:</p> <ul style="list-style-type: none"> • apply public management concepts and models in the analysis of public or non-profit organizations; • design and carry out an organizational or community diagnosis using appropriate methods; • collect, analyze, and interpret relevant data to support managerial and strategic decisions; • analyze organizational culture and its impact on institutional performance; • use specific strategic planning tools (SWOT analysis, PEST analysis, logical framework); • develop a management plan or strategic plan applicable to a public or non-profit organization; • formulate the vision, mission, and strategic objectives of an organization; • assess the consistency and feasibility of existing public and non-profit strategies.
Responsibility and autonomy:	<p>Upon completion of the course, doctoral students will be able to:</p> <ul style="list-style-type: none"> • take responsibility for independently conducting complex strategic analyses or proposals; • demonstrate intellectual autonomy in selecting and using appropriate theoretical and methodological frameworks; • critically evaluate their own managerial and strategic analysis approaches; • argue and support publicly, in a coherent and well-founded manner, the results of the research carried out; • coordinate and moderate academic debates on public management and strategic planning issues; • integrate ethical and deontological principles into the analysis and formulation of organizational strategies; • use digital technology and tools for the analysis, presentation, and communication of strategic data.

7. Objectives of the discipline

7.1 General objective of the discipline	<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 objective of	<p>By the end of the semester, students should be able to:</p>



the discipline	<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
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8. Content

8.1 Course	Teaching methods	Remarks
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
Organizations		Public organizations-private organizations. Why do we need public organizations?
Management		General management, the functions of management
Management in the public sector		Public sector, private sector, particularities of public management
Essential concepts in public management		Efficiency, effectiveness, resource economy, public-private partnership
Management of local communities		Local communities, decentralization, deconcentration
Public marketing		Public marketing, clients and citizen participation
Organizational culture		Definition, history, functions, change of organizational culture, organizational culture of public organizations
New Public Management		Managerialism, NPM
Strategic management, strategic planning		Strategic planning processes, the cycle of planification
Strategic planning in public organizations		Strategic approach in PA, constraints, challenges, particularities
Reform and management in Romania. Strategy and structural change		Reform, structural changes, the process of administrative reform in Romania
National strategies		Case studies: PND, PNR, CSNR
Strategic planning at the local level		Case studies: Cluj-Napoca, Sf. Gheorghe, Huedin, Baraolt, Covasna
References: Richard Rumelt, Good Strategy/Bad Strategy. The Difference and Why It Matters, Profile Books, 2017 Harvard Business School, On Strategy, 2017		



Hințea, Profiroiu, Ticlau(eds), Strategic Planning in Local Communities. A cross National Study of 7 countries, Palgrave MacMillan, 2019
 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
 Hințea C.,E., - Management Public, Ed.Accent, 2007
 Pollitt C., The Essential Public Manager, Open University Press, 2003
 Lynn, L., E, Public management: old and new, Routledge, 2006
 Bovaird T., Loffler E.,(ed.) Public Management and Governance, Routledge, 2003
 Robert H. Waterman Jr. and Tom Peters, In Search of Excellence,Profile Books, 2015
 Erin Meyer, The Culture Map Decoding How People Think, Lead, and Get Things Done Across Cultures, Public Affairs, 2015
 Hințea, Strategia. Organizații și comunități inteligente. Editura Presa Universitară Clujeană, 2025

8.2 Seminar / laboratory	Teaching methods	Remarks
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
Organizations		Public organizations-private organizations. Why do we need public organizations?
Management		General management, the functions of management
Management in the public sector		Public sector, private sector, particularities of public management
Essential concepts in public management		Efficiency, effectiveness, resource economy, public-private partnership
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9. Corroborating the content of the discipline with the expectations of the epistemic community, professional associations and representative employers within the field of the program

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. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	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%



10.5 Seminar/laboratory	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%
10.6 Minimum standard of performance			
The student must obtain the “promoted” qualificative			

11. Labels ODD (Sustainable Development Goals)



Date:
 October 2025

Signature of course coordinator
 Prof. univ. dr. Călin Emilian Hințea

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 Prof. univ. dr. Călin Emilian Hințea