

COURSE OUTLINE

1. Data about the study programme

1.1 Higher education institution	Transilvania University of Brasov
1.2 Faculty	Technological Engineering and Industrial Management
1.3 Department	Engineering and Industrial Management
1.4 Field of study ¹⁾	Engineering and Management
1.5 Study level ²⁾	Master
1.6 Study programme/ Qualification	Engineering and Management in Aviation (in english) / Master /Master

2. Data about the course

2.1 Name of course	Strategic Management in Aviation							
2.2 Course convenor	Flavius SÂRBU							
2.3 Laboratory	Flavius SÂRBU							
2.4 Study year	II	2.5 Semester	IV	2.6 Evaluation type	E	2.7 Course status	Content ³⁾	DAP
							Attendance type ⁴⁾	DFac

3. Total estimated time (hours of teaching activities per semester)

3.1 Number of hours per week	4	out of which: 3.2 lecture	2	3.3 seminar/ laboratory/ project	0/2/0
3.4 Total number of hours in the curriculum	56	out of which: 3.5 lecture	28	3.6 seminar/ laboratory/ project	0/28/0
Time allocation					hours
Study of textbooks, course support, bibliography and notes					10
Additional documentation in libraries, specialized electronic platforms, and field research					10
Preparation of seminars/ laboratories/ projects, homework, papers, portfolios, and essays					10
Tutorial					11
Examinations					3
Other activities.....					-
3.7 Total number of hours of student activity	44				
3.8 Total number per semester	100				
3.9 Number of credits ⁵⁾	4				

4. Prerequisites (if applicable)

4.1 curriculum-related	<ul style="list-style-type: none"> there are no prerequisites mentioned in the education plan
4.2 competences-related	<ul style="list-style-type: none"> Engineering and technical-economic sciences; Managerial, financial, social sciences; Economic fundamentals; Management; Marketing

5. Conditions (if applicable)

5.1 for course development	it's not necessary
5.2 for laboratory	Computer applications and programs specific to the discipline studied

6. Specific competences and learning outcomes

Professional competences	Cp.5. Controls production R.Î.5.4. The graduate will be able to provide an effective framework for handling customer complaints.
Transversal competences	Ct.2 Exercises results-oriented leadership towards colleagues R.Î.2.1. The graduate will be able to assume responsibilities, to exercise results-oriented leadership towards colleagues. Ct.3. Negotiates with stakeholders R.Î.3.2. The graduate will be able to build an effective relationship with business partners in order to establish a sustainable collaboration, cooperation.

7. Course objectives (resulting from the specific competences to be acquired)

7.1 General course objective	<ul style="list-style-type: none"> The discipline ensures the information and training of students in the complex issue of decision-making mechanisms in the sphere of strategic management - with an emphasis on strategic management applied in aviation. The discipline presents the process of the technical and economic substantiation of the strategic decision, emphasizing the establishment of goals, the identification of internal and external opportunities and risks. At the same time, the discipline offers students the opportunity to evaluate and reflect on: strategic planning systems; of the models for formulating and implementing strategic decisions, and the way of allocating the resources necessary for their foundation at all levels of the organization with activity in the field of aviation.
7.2 Specific objectives	<ul style="list-style-type: none"> The specific objectives aim at the transfer and acquisition by the students of knowledge aimed primarily at the formation of a theoretical and practical basis necessary to understand the importance and role of strategic management in general, with specializations in the field of aviation, as well as the correct use of language and terminology specific to the field of study.

8. Content

8.1 Course	Teaching-learning methods	Number of hours	Remarks
1. Management. The concept of strategy. The concept of strategic management. Stages of strategic management. The components of strategy. Typology of strategies.	Lecture based on video projector and discussion Debate and case studies.	2 hours	Customization in aviation
2. The process of strategic management. Advantages of strategic management. Limits of strategic management.	Lecture based on video projector and discussion Debate and case studies.	2 hours	Customization in aviation
3. Management of the organization. Strategic management and strategy of the organization operating in the field of aviation.	Lecture based on video projector and discussion Debate and case studies.	4 hours	
4. Analysis of the external environment. Internal analysis. The evaluation process of the internal environment. Strategy formulation. Implementation of the strategy. Strategy evaluation.	Lecture based on video projector and discussion Debate and case studies.	4 hours	Customization in aviation
5. Types of strategic management.	Lecture based on video projector and discussion Debate and case studies.	4 hours	Customization in aviation

6. Strategic management models – overview and specific customizations in aviation. PESTLE Analysis/ SWOT Analysis/ Achieving Competitive Advantage VRIO/ Strategic Performance Assessment BALANCED SCORECARD/ Growth Options ANSOFF MATRIX	Lecture based on video projector and discussion Debate and case studies.	6 hours	
7. Establishing the organizational framework and strategic objectives. Stages in adopting growth and diversification strategies at the business level.	Lecture based on video projector and discussion Debate and case studies.	6 hours	
Bibliography Baum H., Auerbach S., Strategic Management in the Aviation Industry, Taylor & Francis Group, 2017, eBook ISSN 9781315242316, https://doi.org/10.4324/9781315242316 , accesat 20.11.2024 Boşcoianu M., Stanciu V., Management strategic în aviația modernă, Editura Printech, București, 2016 Muuler R., Wittmer A., Drax C., Aviation Risk and Safety Management: Methods and Applications in Aviation Organizations, Springer, 2014, ISBN-13 978-3319027791 Salas E., Maurino D., Human Factors in Aviation, Academic Press, 2010, ISBN-13978-0123745187 Stolzer A.J., Halford C., Goglia J.J., Safety Management Systems in Aviation, Ashgate Publishing, 2008, ISBN-13978-0754673040 Strategic Success – From Vision To Victory, https://business-explained.com/shop/strategic-success-from-vision-to-victory/?wickedsource=google&wickedid=EAlalQobChMI8_OZ0sr3iQ_MVHKIoCR2QdwCQEAAAYAiAAEglqsvD_BwE&wickedid=&wcid=21122309170&wv=4&gad_source=1&gclid=EAlalQobChMI8_OZ0sr3iQ_MVHKIoCR2QdwCQEAAAYAiAAEglqsvD_BwE , accesat 20.11.2024			
8.2 Laboratory	Teaching-learning methods	Number of hours	Remarks
1. Key terms in strategic management. Forecasting in strategic management. Forecasting methods	Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	specific simulations
2. Organizational culture in aviation. global strategic alliances. Human resource in aviation.	Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	specific simulations
3. Aviation risk management. Strategic control systems.	Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	specific simulations
4. Strategies specific to technological sectors with a fast pace of progress. PESTLE analysis/ SWOT analysis	Debate. Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	
5. Achieving VRIO Competitive Advantage	Debate. Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	
6. BALANCED SCORECARD strategic performance evaluation	Debate. Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	
7. Growth options ANSOFF MATRIX	Debate. Individual and/or small group activities. Case studies. Slide-based lectures.	4 hours	
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Stolzer A.J., Halford C., Goglia J.J., Safety Management Systems in Aviation, Ashgate Publishing, 2008, ISBN-13978-0754673040

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9. Correlation of course content with the demands of the labour market (epistemic communities, professional associations, potential employers in the field of study)

The contents were developed in relation to the requirements of employers, so that the learning outcomes can be applied in the industrial environment and in research.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of the final grade
10.4 Course	The current use by students of concepts encountered in the complex issue of decision-making mechanisms in the field of strategic management in aviation.	Written assessment with subjective (grid) and objective items. Attendance and assessment throughout the semester.	60 %
10.5 Laboratory	The acquisition by the students of the methodology of developing and evaluating some strategies, of understanding the concept and the use of the specific tools of strategic management in aviation, simultaneously with the improvement of the skills of using some specific computer program	Written assessment with subjective (grid) and objective items. Attendance and assessment throughout the semester.	40 %
10.6 Minimal performance standard			
<ul style="list-style-type: none"> The current use by students of concepts encountered in the complex issue of decision-making mechanisms in the field of strategic management in aviation. The acquisition by students of the methodology and use of tools specific to strategic management in aviation, simultaneously with the correct use of language and terminology specific to the field of study. 			

This course outline was certified in the Department Board meeting on 17 / 09 / 2024 and approved in the Faculty Board meeting on 26 / 09 / 2024.

Prof Eng, Tudor Ion DEACONESCU, PhD, Dean	Associate Prof. Eng. Flavius Aurelian SÂRBU, PhD Head of Departament
Associate Prof. Eng. Flavius Aurelian SÂRBU, PhD, Course holder	Associate Prof. Eng. Flavius Aurelian SÂRBU, PhD Holder laboratory

Note:

- 1) Field of study – select one of the following options: Bachelor / Master / Doctorat (to be filled in according to the forceful classification list for study programmes);
- 2) Study level – choose from among: Bachelor / Master / Doctorat;

- 3) Course status (content) – for the Bachelor level, select one of the following options: **FC** (fundamental course) / **DC** (course in the study domain)/ **SC** (speciality course)/ **CC** (complementary course); for the Master level, select one of the following options: **PC** (proficiency course)/ **SC** (synthesis course)/ **AC** (advanced course);
- 4) Course status (attendance type) – select one of the following options: **CPC** (compulsory course)/ **EC** (elective course)/ **NCPC** (non-compulsory course);
- 5) One credit is the equivalent of 25 study hours (teaching activities and individual study).