



**MAIN CHAPTERS AND BIBLIOGRAPHY  
FOR BACHELOR EXAM  
JUNE 2026 AND FEBRUARY 2027**

**PART ONE- WRITTEN EXAM FOR EVALUATING FUNDAMENTAL AND SPECIFIC  
KNOWLEDGE  
MANAGEMENT PROGRAM- IN ENGLISH**

**Chapter I. Management in organisations**

- 1.1. Introduction to management
  - 1.1.1. Manager's job
  - 1.1.2. Organisational environments
- 1.2. Planning
  - 1.2.1. Organisational goals and plans
  - 1.2.2. Managing innovation and change
  - 1.2.3. Decision making
- 1.3. Organising
  - 1.3.1. Organisational structure
  - 1.3.2. Organisation design

**Chapter II. Strategic management**

- 2.1 External environment of the company
  - 2.1.1 Components
  - 2.1.2 PEST analysis
  - 2.1.3 Porter's five competitive strengths
  - 2.1.4 Strategic alliances
  - 2.1.5 How to evaluate external environment
- 2.2 Internal environment of the company
  - 2.2.1 Resources and competencies
  - 2.2.2 Value chain analysis
  - 2.2.3 How to evaluate internal environment
  - 2.2.4 Benchmarking process
- 2.3 Business strategy
  - 2.3.1 Cost strategy
  - 2.3.2 Differentiation strategy
  - 2.3.3 Focus strategy
  - 2.3.4 Cost-differentiation strategy
- 2.4 Company strategy

- 2.4.1 Diversification strategy
- 2.4.2 Tools for strategy implementation

### **Chapter III. Human resource management**

- 3.3 Job design and its analysis
  - 3.3.1 Design and redesign
  - 3.3.2 The analysis
- 3.4 Recruitment and selection of human resources
  - 3.4.1 Recruitment
  - 3.4.2 Selection
- 3.5 Development of human resources
  - 3.5.1 Training
  - 3.5.2 Career management
- 3.6 Performance assessment
  - 3.6.1 Objectives and criteria
  - 3.6.2 Evaluators and feedback
- 3.7 Motivation and rewards
  - 3.7.1 Elements of reward system
  - 3.7.2 Wages
  - 3.7.3 Methods for wages
- 3.8 Work relationship
  - 3.8.1 The contract
  - 3.8.2 Social dialogue

### **Chapter IV. Logistic**

- 4.1. Logistic – part of the company functions
  - 4.1.1. Service for clients
  - 4.1.2. Main elements of service for clients
  - 4.1.3. The extent of service for clients- methods
  - 4.1.4. Cost of logistic
  - 4.1.5. Need of integrating in logistic chains
  - 4.1.6. Logistic-marketing connection
  - 4.1.7. Logistic- function within the company
  - 4.1.8. Value chain and logistic
- 4.2. Shipping- component of logistic
  - 4.2.1. Choosing the appropriate technology
    - 4.2.1.1. Packaging costs
    - 4.2.1.2. Manipulation costs
    - 4.2.1.3. Transport costs
    - 4.2.1.4. Warehousing costs
    - 4.2.1.5. Immobilization costs
    - 4.2.1.6. Wastes during the transport costs
  - 4.2.2. Choose the transporter
  - 4.2.3. Managing the transport
  - 4.2.4. Offer for transportation
  - 4.2.5. Transport charges establishment
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### **Chapter V. Operations management**

- 5.1. General frame of operations
  - 5.1.1. Production management, service management, daily management, production management systems
  - 5.1.2. Decision making proces in operations- strategic, tactical and operational
  - 5.1.3. Product- complex of goods and services
  - 5.1.4. Integration of goods and services
  - 5.1.5. Operations globalization
- 5.2. Organization of processes- production and service delivery
  - 5.2.1. Types of production and different layouts
  - 5.2.2. Service matrix
  - 5.2.3. Specific aspects of layouts in production or service area
  - 5.2.4. Capacity- definition, content and trends
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  - 5.3.3. Automation- source for competitive advantage machine centers, numerical controlled machines, industrial robots, computer design and manufacturing, flexible manufacturing system, computer integrated operations or automated island.
  - 5.3.4. Different levels of technology in the service sector
  - 5.3.5. Advantages and disadvantages of technology within company
- 5.4. New product and service development (NPD and NSD)
  - 5.4.1. Importance
  - 5.4.2. NPD
  - 5.4.3. NSD
- 5.5. Project management
  - 5.5.1. Project- general aspects
  - 5.5.2. Project management
  - 5.5.3. Project life cycle

## **Chapter VI . Comparative management**

- 6.1. Cultural fundamentals of management
  - 6.1.1. Culture and its components
  - 6.1.2. Hofstede model
- 6.2. Management in USA
- 6.3. Management in Japan
- 6.4. Management in Europe
  - 6.4.1. Management in Germany
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The Bachelor written exam is scheduled to take place during the month of June 2026 and February 2027 in the FSEGA campus. The written exam will be taking place **face-to-face, on the Moodle** platform strictly on the institution's devices, with the setting of free navigation between questions. The written exam comprises of **60 multiple choice questions to solve in 50 minutes**, each having only one correct answer, based on the chapters listed below.

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Please find below some examples of questions from a sample test. Keep in mind these will not be included in the Bachelor exam and serve as a guideline.

1. An organisation is a group of people trying to:

- b) plan, organise, lead and control a company
  - c) plan, organise, lead and control an activity
  - d) attain the same goals in a structured fashion
  - e) manage a company in the most efficient way
2. An effective way of implementing forward integration is...
- a) franchising
  - b) aggressive marketing
  - c) differentiation
  - d) cost-leadership
3. The differences between the Job design and the Job Analysis are:
- a) The Job Analysis has a much broader focus, being focused on changing the job.
  - b) The Job analysis aims to match the needs of the organization and the needs of the employee.
  - c) The Job analysis aims to get a clear understanding of what is done on a job and what skills are needed to do a job.
  - d) The information generated by the job re-design may be useful in the job analysis.
4. Logistics means "Getting the right materials to the right ..... at the right time". Indicate the missing word:
- a) space
  - b) place
  - c) warehouse
  - d) guesthouse
5. Identify the competitive priority:
- a) information.
  - b) human resources.
  - c) quality.
  - d) materials.
6. The concept of culture addresses:
- a) Only the employees of cultural institutions.
  - a) Only the men/women of culture.
  - b) Only people with managerial functions.
  - c) All the members of one community.

Students are expected to arrive at the scheduled room, announced on the FSEGA web page, at least 20 minutes before the written exam start time, with a valid student card and identity card on them. The Bachelor written exam has **a duration of 50 minutes** from accessing the first question.

The reference bibliography is presented in a document available to candidates on the web page of the Management Department. The link is:

[https://drive.google.com/file/d/1-uDuGDGv1rxdqdl2mZR2Q\\_K7PMuuMJHQ/view?usp=drive\\_link](https://drive.google.com/file/d/1-uDuGDGv1rxdqdl2mZR2Q_K7PMuuMJHQ/view?usp=drive_link)

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