

# **CURRICULUM**

**beginning with the academic year 2016-2017**

## **UNIVERSITY OF ORADEA**

**FACULTY OF ECONOMIC SCIENCES**

*Bachelor's degree program:* **MANAGEMENT**

*Fundamental field:* **ECONOMIC SCIENCES**

*Undergraduate field:* **MANAGEMENT**

*Duration of studies / no. of credits:* **3 years / 180 credits**

*Type of education:* **distance learning (ID)**

## 1. THE MISSION OF THE PROGRAM OF STUDIES/SPECIALIZATION MANAGEMENT

The mission of the **Management program** is to form leaders, managers and group leaders, teams, organizations and institutions by developing their entrepreneurial, managerial and leadership skills, to contribute to the development of Romanian management theory and practice within the European and international framework.

The fundamental goal of the Bachelor's Degree Program in **Management** is to provide the best academic training in management, so that our graduates could meet the requirements of the socio-economic environment and the labour market by means of the skills acquired.

Thus, the graduates of the Bachelor's Degree Program in **Management** will acquire:

- the ability to adapt quickly and effectively as a manager in a wide variety of organizations;
- the ability to collect, process and preliminary analyze the information necessary to support and make decisions;
- the ability to solve problems related to their level of training;
- the capacity to communicate effectively and efficiently in an international language as well, face to face and through modern technical equipment, training specific to the field of specialization;
- the ability to use time effectively and efficiently;
- execution skills mastering the methods, techniques and tools specific to the field of specialization;
- the ability to meet performance and real-time tasks in the areas of strategic approach, planning, organizing, coaching, coordination and control to support the management activities;
- the ability to perform the assistant manager-related tasks;
- the ability to scientifically acquire and apply the assembly of methods, techniques, specific management procedures;
- practical skills in using the computer for works related to the specialisation;
- the ability to communicate and negotiate in different cultural environments;
- the ability to effectively work in complex and multicultural teams;
- the knowledge of enterprise economy;
- the knowledge of industrial logistics;
- the understanding and use of the financial and accounting, marketing, sales, research and development systems so as to facilitate interdepartmental cooperation;
- the understanding and applying quality management principles in their own work;
- the knowledge of business law;
- the ability to perceive and implement effectively and efficiently the system design-like activities of organizations or institutions;
- the ability to participate in teams authorized to implement management plans;
- the ability to understand and fairly apply the law regarding specific to field of management;
- the understanding and active participation for the optimization of organizations and institutions processes;
- the learning to be part of effective activities of recruitment, selection and employment of human resources;
- the efficient practicing of insurance logistics and processing resources;
- the ability to provide the interface between the executive and decision-making levels within organizations and institutions;
- the ability to initiate and develop small and medium business (for themselves and for third parties).

## 2. THE OBJECTIVES OF THE PROGRAM OF STUDIES / SPECIALIZATION MANAGEMENT

**To train graduates** prepared to become leaders, managers and leaders of groups, teams, organizations and institutions in the knowledge-based society, for the Romanian society in European and global context, able to integrate into the labour market, develop and improve the structures, systems, activities, performance and results of the entities they will be part of.

**To train entrepreneurs** able to identify and capitalize the society and market needs and opportunities, to set up businesses, build teams and organizations to develop and promote new products and values to meet the needs of individuals and society.

**To facilitate the learning, research and knowledge** of the management theory and practice for students, alumni, members of academic communities as well as for individuals and organizations within institutional organisations and business environments.

**To create and develop a community** of individuals and organizations in the economic and social Romanian and European business environment eager to develop their managerial and leadership skills and competencies or to contribute to the development of the managerial theory and practice.

**To develop a knowledge resource base** including theories, concepts, methods, techniques, tools and good practice models, as results of scientific research, organizations and business environment outcome, to stimulate scientific research in management and Romanian, European and world economic and social environment.

**To contribute to the integration of graduates** into the labour market, organizations and communities in the present and future Romanian and European society.

**To promote the principles, values and good practices** of management and leadership as areas of knowledge and practice of organizational, managerial, economic and social.

## 3. COMPETENCES ACQUIRED BY GRADUATES AT THE END OF STUDIES

### Professional competences:

1. Identifying, analyzing and managing elements that define the organization's internal and external environment through diagnosis and SWOT analysis;
2. Developing and implementing strategies and policies of the organization;
3. Developing and implementing the management system and its subsystems (allocation and reallocation of resources and activities);
4. Identifying, selecting and using of forecasting, organization, coordination, training, evaluation and control methods;
5. Substantiating, adopting and implementing decisions for small complexity organizations (in whole or in part);
6. Using databases, information and knowledge when applying the managerial methods, techniques and procedures.

### Transversal competences:

1. Applying the principles, norms and values of professional ethics within their rigorous, efficient and accountable work strategies;
2. Identifying roles and responsibilities in a multi-specialized team and applying relationship techniques and effective working within the team;
3. Identifying lifelong training opportunities and efficient use of resources and learning techniques for self-development.

## 4. FINALITIES

**Graduation Title:** Bachelor's Degree in Economics

**Qualification Title:** Management

**Qualification Code:** L070070010

**Possible jobs for the graduate with Bachelor's Degree, according to "Classification of Occupations in Romania" – ISCO – 08 (COR):**

Internal Auditor - 241125, HR Specialist - 241216, Flow Management Logistician - 241 301, Authorizing Researcher logistics - 241303, Operations/Product Manager - 241504, Project Manager - 241919; Synthesis Plan Planner / Specialist - 241927, Product Manager - 241938; Quality Management Systems Manager - 242302; Management Advisor / expert / inspector / clerk / economist - 244101, Economist Research Assistant in Management - 258102;

**New jobs proposed to be included in COR:**

Organization Manager, Entrepreneur Manager, Areas Manager, Department manager, Graduate Assistant Manager, Management Advisor, Management Specialist (planning, organizing, auditor), Management Consultant, Management Trainer.

**CURRICULUM \*\***  
**Year of study I**

Code	Disciplines*	Type	Sem. I [hours / week]				Total of hours / sem.	Type of Exami- nation	Cre- dits	IS [hours / sem.]	Condi- tioning
			SI	AT	TC	AA					
<b>MANDATORY DISCIPLINES</b>											
FSTEID-0028	Microeconomics	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0131	Basics of Accounting	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0165	Economic Statistics	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0157	Economic Informatics	FD	28	-	-	14	42	Ex	5	98	
FSTEID-0647	Financial and actuarial mathematics	FD	14	4	10	-	28	Cv	4	84	
FSTEID-0040	Communication and Negotiation in Business	SD	28	8	20	-	56	Cv	3	28	
FSTEID-0523	Foreign Language for Business I.1	FD	14	4	10	-	28	Cv	3	56	
<b>TOTAL</b>			<b>168</b>	<b>28</b>	<b>70</b>	<b>14</b>	<b>280</b>		<b>30</b>	<b>560</b>	
FSTEID-0615	Physical Education I.1	CD	-	-	-	14	14	Vp	1	14	

Code	Disciplines*	Type	Sem. II [hours / week]				Total of hours / sem.	Type of Exami- nation	Cre- dits	IS [hours / sem.]	Condi- tioning
			SI	AT	TC	AA					
<b>MANDATORY DISCIPLINES</b>											
FSTEID-0025	Macroeconomics	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0205	Management	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0241	Marketing	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0007	Law	FD	14	4	10	-	28	Cv	4	84	
FSTEID-0490	Contemporary Economic Doctrines	FD	28	4	10	-	42	Cv	5	98	
FSTEID-0696	Strategic Analysis of Competitive Environment	SD	28	4	10	-	42	Ex	3	42	
FSTEID-0524	Foreign Language for Business I.2	CD	14	8	20	-	42	Cv	3	42	
<b>TOTAL</b>			<b>168</b>	<b>32</b>	<b>80</b>	<b>-</b>	<b>280</b>		<b>30</b>	<b>560</b>	
FSTEID-0616	Physical Education I.2	CD	-	-	-	14	14	Vp	1	14	

**Legend:** C - Course; S - Seminar; L - Practical (laboratory); P - Project; IS - Individual Study;  
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Type of Examination - Verification Form, Ex. - examination; Cv. - Colloquium, Vp. - Continuous Assessment, Pr - Project; A/R- Passed/Failed; Credits - number of ECTS credits; IS - Individual study.  
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**Head of departament ,**  
**Associate Professor Dr. Maria-Madela ABRUDAN**

**RECTOR,**  
**Professor Dr. Constantin BUNGĂU**

**DEAN,**  
**Associate Professor Dr. Adriana GIURGIU**

**CURRICULUM \*\***  
**Year of study II**

Code	Disciplines*	Type	Sem. III [hours / week]				Total of hours / sem.	Type of Exami- nation	Cre- dits	IS [hours / sem.]	Condi- tioning
			SI	AT	TC	AA					
<b>MANDATORY DISCIPLINES</b>											
FSTEID-0066	Public Finances	FD	28	4	10	-	42	Ex	5	98	
FSTEID-0170	European Economics	FD	28	4	10	-	42	Ex	4	70	
FSTEID-0662	Firm Finances	SD	28	4	10	-	42	Ex	5	98	
FSTEID-0664	Managerial Informatics	SD	28	4	10	-	42	Ex	5	98	
FSTEID-0228	Management Projects and Simulations	SD	28	-	-	14	42	Cv	4	70	
FSTEID-0525	Foreign Language for Business I.3	CD	14	4	10	-	28	Cv	3	56	
<b>TOTAL</b>			<b>154</b>	<b>20</b>	<b>50</b>	<b>14</b>	<b>238</b>		<b>26</b>	<b>490</b>	
<b>OPTIONAL DISCIPLINES</b>											
FSTEID-0134	Financial Accounting	SD	14	8	20	-	42	Cv	4	70	
FSTEID-0048	Economic-Financial Analysis	SD	14	8	20	-	42	Cv	4	70	
<b>TOTAL</b>			<b>14</b>	<b>8</b>	<b>20</b>	<b>-</b>	<b>42</b>		<b>4</b>	<b>70</b>	
FSTEID-0617	Physical Education I.3	CD	-	-	-	14	14	Vp	1	14	
<b>ELECTIVE DISCIPLINES</b>											
FSTEID-0478	Foreign Language for Business II.1	CD	14	8	20	-	42	Cv	4	70	
FSTEID-0158	Systems of Data Administration	UO	14	-	-	28	42	Vp	3	42	
FSTEID-0697	Management of Non-profit Organizations	UO	28	4	10	-	42	Cv	3	42	

Code	Disciplines*	Type	Sem. IV [hours / week]				Total of hours / sem.	Type of Exami- nation	Cre- dits	IS [hours / sem.]	Condi- tioning
			SI	AT	TC	AA					
<b>MANDATORY DISCIPLINES</b>											
FSTEID-0172	World Economy	UO	28	4	10	-	42	Ex	5	98	
FSTEID-0198	International Transactions	UO	28	4	10	-	42	Ex	5	98	
FSTEID-0416	Project Management	SD	28	4	10	-	42	Ex	6	126	
FSTEID-0152	Data Bases Applied in Management	SD	14	4	10	-	28	Cv	5	112	
FSTEID-0446	Practice	SD	-	-	-	84	84	Cv	3	0	
<b>TOTAL</b>			<b>98</b>	<b>16</b>	<b>40</b>	<b>84</b>	<b>238</b>		<b>24</b>	<b>434</b>	
<b>OPTIONAL DISCIPLINES</b>											
FSTEID-0507	Innovation Management	SD	28	4	10	-	42	Cv	6	126	
FSTEID-0624	Investment Management	SD	28	4	10	-	42	Cv	6	126	
<b>TOTAL</b>			<b>28</b>	<b>4</b>	<b>10</b>	<b>-</b>	<b>42</b>		<b>6</b>	<b>126</b>	
FSTEID-0618	Physical Education I.4	CD	-	-	-	14	14	Vp	1	14	
<b>ELECTIVE DISCIPLINES</b>											
FSTEID-0479	Foreign Language for Business II.2	CD	14	8	20	-	42	Cv	6	126	
FSTEID-0648	Multimedia	UO	14	-	-	28	42	Vp	3	42	
FSTEID-0665	Supply Chain Excellence	UO	14	4	10	-	28	Cv	3	56	

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**CURRICULUM \*\***  
**Year of study III**

Code	Disciplines*	Type	Sem. V [hours / week]				Total of hours / sem.	Type of Exami- nation	Cre- dits	IS [hours / sem.]	Condi- tioning
			SI	AT	TC	AA					
<b>MANDATORY DISCIPLINES</b>											
FSTEID-0201	Organisational Behaviour	SD	28	4	10	-	42	Ex	4	70	
FSTEID-0206	Compared Management	SD	28	4	10	-	42	Ex	4	70	
FSTEID-0518	Logistics	SD	28	4	10	-	42	Ex	4	70	
FSTEID-0220	Human Resources Management	SD	28	4	10	-	42	Ex	5	98	
FSTEID-0129	Services Management	SD	28	4	10	-	42	Cv	4	70	
FSTEID-0649	Bachelor's Thesis Writing Methodology	SD	-	-	-	28	28	Cv	5	112	
<b>TOTAL</b>			<b>140</b>	<b>20</b>	<b>50</b>	<b>28</b>	<b>238</b>		<b>26</b>	<b>490</b>	
<b>OPTIONAL DISCIPLINES</b>											
FSTEID-0698	Economic Projects	SD	14	8	20	-	42	Cv	4	70	
FSTEID-0366	Operational Management	SD	14	8	20	-	42	Cv	4	70	
<b>TOTAL</b>			<b>14</b>	<b>8</b>	<b>20</b>	<b>-</b>	<b>42</b>		<b>4</b>	<b>70</b>	
<b>ELECTIVE DISCIPLINES</b>											
FSTEID-0562	Commercial Correspondence in Foreign Language II.1	CD	14	4	10	-	28	Cv	3	56	
FSTEID-0215	Public Institutions Management	UO	14	8	20	-	42	Cv	4	70	
FSTEID-0666	Google Tools for Business	UO	14	4	10	-	28	Cv	3	56	

Code	Disciplines*	Type	Sem. VI [hours / week]				Total of hours / sem.	Type of Exami- nation	Cre- dits	IS [hours / sem.]	Condi- tioning
			SI	AT	TC	AA					
<b>MANDATORY DISCIPLINES</b>											
FSTEID-0208	International Management	SD	28	4	10	-	42	Ex	4	70	
FSTEID-0124	Quality Management	SD	28	4	10	-	42	Ex	5	98	
FSTEID-0216	Small Business Management	SD	28	4	10	-	42	Ex	4	70	
FSTEID-0211	Strategic Management	SD	28	4	10	-	42	Ex	5	98	
FSTEID-0597	Production Management	SD	14	4	10	-	28	Cv	3	56	
FSTEID-0650	Research on Bachelor's Thesis Writing	SD	-	4	10	28	42	Cv	5	98	
<b>TOTAL</b>			<b>126</b>	<b>24</b>	<b>60</b>	<b>28</b>	<b>238</b>		<b>26</b>	<b>490</b>	
<b>OPTIONAL DISCIPLINES</b>											
FSTEID-0519	Audit	SD	14	8	20	-	42	Cv	4	70	
FSTEID-0699	Supply and Sales Management	SD	14	8	20	-	42	Cv	4	70	
<b>TOTAL</b>			<b>14</b>	<b>8</b>	<b>20</b>	<b>-</b>	<b>42</b>		<b>4</b>	<b>70</b>	
<b>ELECTIVE DISCIPLINES</b>											
FSTEID-0563	Commercial Correspondence in Foreign Language II.2	CD	14	4	10	-	28	Cv	3	56	
FSTEID-0667	Dress Code and Behaviour in Business	UO	14	4	10	-	28	Cv	3	56	

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**FACULTY OF ECONOMIC SCIENCES**

Bachelor's degree program: **MANAGEMENT**  
 Fundamental field: **ECONOMIC SCIENCES**  
 Undergraduate field: **MANAGEMENT**  
 Duration of studies / no. of credits: **3 years / 180 credits**  
 Type of education: **distance learning (ID)**

Valid from academic year  
 2016-2017  
 Beginning with 1<sup>st</sup> year of  
 study

**I. REQUIREMENTS FOR BACHELOR DIPLOMA**

**Number of credits, according to the legislation: 180**

- 154 credits for mandatory disciplines (including the credits pertaining to *Practice* and excluding the credits for *Physical Education*);
- 16 credits for mandatory optional disciplines;
- 13 credits for practice included in the number of those allotted to mandatory disciplines in point 1 and point 2;
- 10 credits for Final Bachelor's Degree Thesis Writing (included in the number of those allotted to mandatory disciplines in point 1);
- 4 credits for Physical Education I ÷ IV, supplementary to those allotted to mandatory disciplines in point 1 and point 2;
- 10 credits the Bachelor's Degree Examination, supplementary to those allotted to mandatory disciplines in point 1 and point 2; , divided as such:
  - 5 credits for the "Fundamental and Specialty Knowledge" exam.
  - 5 credits for the "Presentation of Final Bachelor's Degree Thesis".

**II. ACADEMIC YEAR STRUCTURE (in number of weeks)**

Year	Academic activities		Sessions of exams					Practice*	Holiday		
	sem. I	sem. II	Winter	Winter failed exams	Summer	Summer failed exams	Fall failed exams		Winter	Spring	Summer
Year I	14	14	3	1	3	1	2	-	3	1	10
Year II	14	14	3	1	3	1	2	3	3	1	10
Year III	14	14	3	1	3	1	2	-	3	1	10

\*Practice is organized based on syllabi drafted by departments and adopted by the Council of the Faculty. Practice takes place in the faculty's laboratories and specialized economic entities, based on practice agreements.

**III. NUMBER OF WEEKLY HOURS AT MANDATORY (IMPOSED AND OPTIONAL) DISCIPLINES 1783**

YEAR	SEMESTER I	SEMESTER II
Year I	21	21
Year II	21	21
Year III	20	20

No	Discipline	Number of hours			Total	RAQAHE/ARACIS Standard [min / max. %]
		Year I	Year II	Year III		
1.	Mandatory	560	476	476	1512	90.00%
2.	Optional	0	84	84	168	10.0%
<b>TOTAL</b>		<b>560</b>	<b>560</b>	<b>560</b>	<b>1680</b>	<b>100.00%</b>
3.	Physical Education I/1,2,3,4	28	28	0	56	
4.	Facultative	0	238	154	392	

No	Discipline	Number of hours			Total		RAQAHE/ARACIS Standard [min / max. %]
		Year I	Year II	Year III	Hours	%	
1.	Fundamental	420	84	0	<b>504</b>	30,00%	<b>25 - 30</b>
2.	Domain/Speciality (DD/DS)	140	392	560	<b>1092</b>	65,00%	<b>60 - 70</b>
2.1	Domain (DD)	0	0	0	<b>0</b>	0,00%	
2.2	Specialty (DS)	140	392	560	<b>1092</b>	65,00%	60 - 70
	from which:						
2.2.1	Bachelor's Thesis project - PL	0	0	70	<b>70</b>	6,41%	min. 3%
2.2.2	Complementary - DC	42	28	0	<b>70</b>	6,41%	5 - 10
3.	University choice/option - OU	0	84	0	<b>84</b>	5,00%	<b>15 - 0</b>
<b>TOTAL</b>			<b>560</b>	<b>560</b>	<b>560</b>	<b>1680</b>	<b>100%</b>

#### IV. THE WEIGHT OF THE DISCIPLINES BELONGING TO THE COMPULSORY + ELECTIVE CATEGORIES:

<b>Total number of hours (including Physical Education and facultative):</b>		<b>1680 + 56 + 392 = 2098</b>
<b>Total number of hours (excluding Physical Education and facultative):</b>		<b>1680</b>
<b>out of which:</b>		
- Total number of course hours:	910	
- Total number of applications:	770	
- The ratio number of weekly hours of course/applications:	1 / 0.85	
- Hours allotted to compulsory disciplines (% of total):	90%	=1512/1680
- Hours allotted to optional disciplines (% of total):	10%	=168/1680
- Hours allotted to fundamental disciplines (% of total):	30.00%	=504/1680
- Hours allotted to in the field and specialty disciplines (% of total):	65.00%	=1092/1680
out of which		
- Hours allotted to complementary disciplines (% of IFD+SDI):	6.41%	=70/1092
-The total ratio of hours of course/total hours of applications	1/0.85	=910/770
- Hours allotted to Bachelor's Thesis project ( <i>Bachelor's Thesis Writing</i> 70 hrs. <i>Methodology and Research on Bachelor's Thesis Writing</i> ) – BP,		
out of which:		
The weight of hours allotted to Bachelor's Thesis project in the Curriculum (mandatory + optional):	4.17%	=70/1680
The weight of hours allotted to Bachelors Thesis project in IFD+SD hours (mandatory + optional):	6.41%	=70/1092
- Hours allotted to disciplines at university choice/option (% of total):	5.00%	=84/1680
- The weight of practice in the Curriculum (mandatory + optional):	5.00%	=84/1680
- Ratio Exams/Colloquiums and Continuous Assessment = 23 Ex / 22 Cv and Vp	1 / 0.96	

#### **Total number of credits: 180**

- Credits pertaining to fundamental disciplines of the total of compulsory credits:	60
- Credits pertaining to specialty disciplines of the total number of compulsory credits:	114
- Credits pertaining to complementary disciplines of the total number of compulsory credits:	6

#### V. THE FLEXIBILITY OF EDUCATIONAL PROCESS

The flexibility of the study programme is ensured by elective and facultative disciplines. The elective disciplines are proposed for semesters 1-6/8/12 and are grouped in sets/packages. From each set of elective disciplines, the student chooses one that turns compulsory. This activity takes place before the beginning of the academic year which includes semesters containing disciplines or packages of elective disciplines.

#### VI. BACHELOR DEGREE'S EXAM:

1. Communication of the topic of the diploma thesis: semester 4;
2. Final bachelor's degree thesis writing: semesters 5 and 6;
3. Presentation of the final bachelor's degree thesis: month July/September.

#### VII. A CREDIT POINT REQUIRES A TOTAL OF 28 HOURS/SEMESTER OF TEACHING AND LEARNING ACTIVITIES.

## VIII. DISTRIBUTION OF CREDITS ACCORDING TO COMPETENCES (TABLES NRQHE /ARACIS - Grid 1 \*)

No.	Discipline**	Sem.	Number of credits	Professional Competences						Transversal Competences			
				C1	C2	C3	C4	C5	C6	CT1	CT2	CT3	
1.	Microeconomics	I	5	1	1	1		1			0,5	0,5	
2.	Basics of Accounting	I	5			2	1	1	1				
3.	Economic Statistics	I	5	2	1				1	1			
4.	Economic Informatics	I	5							4		0,5	0,5
5.	Financial and actuarial mathematics	I	4					2	2				
6.	Communication and Negotiation in Business	I	3	0,5		0,5	0,5				0,5	0,5	0,5
7.	Foreign Language for Business I.1	I	3			1		1				0,5	0,5
8.	Physical Education I.1	I	1								1		
9.	Macroeconomics	II	5	3	2								
10.	Management	II	5	1		1	1	1	1				
11.	Marketing	II	5	2	2		1						
12.	Law	II	4	1		1		1			1		
13.	Contemporary Economic Doctrines	II	5	2	1						1		1
14.	Strategic Analysis of Competitive Environment	II	3	2				1					
15.	Foreign Language for Business I.2	II	3			1		1			0,5	0,5	
16.	Physical Education I.2	II	1								1		
17.	Public Finances	III	5	2	1	1	1						
18.	European Economics	III	4	2	1						0,5		0,5
19.	Firm Finances	III	5	2	1	1	1						
20.	Managerial Informatics	III	5					2	3				
21.	Management Projects and Simulations	III	4	1	1		0,5	1				0,5	
22.	Foreign Language for Business I.3	III	3								1	1	1
23.	Physical Education I.3	III	1								1		
24.	Financial Accounting	III	4		1	1		1			0,5	0,5	
25.	Economic-Financial Analysis	III	4		1	1		1			0,5	0,5	
26.	Foreign Language for Business II.1	III	4								1	1	2
27.	Systems of Data Administration	III	3			1,5			1,5				
28.	Management of Non-profit Organizations	III	3	0,5	0,5	0,5		0,5			0,5	0,5	
29.	World Economy	IV	5	2					3				
30.	International Transactions	IV	5	1	1	1	1	1					
31.	Project Management	IV	6	1	1	1	0,5	0,5	0,5	0,5	0,5	0,5	0,5
32.	Data Bases Applied in Management	IV	5					2	3				
33.	Practice	IV	3	0,5	0,25	0,25	0,25	0,25			0,5	0,5	0,5
34.	Physical Education I.4	IV	1								1		
35.	Innovation Management	IV	6	1	1	1	2	1					
36.	Investment Management	IV	6	1	1	1	2	1					
37.	Foreign Language for Business II.2	IV	6	2	2	2							
38.	Multimedia	IV	3				1					1	1
39.	Supply Chain Excellence	IV	3		1	1			1				
40.	Organisational Behaviour	V	4	1	1		1	1					
41.	Compared Management	V	4				2		1		0,5	0,5	
42.	Logistics	V	4	1	2	0,5	0,5						
43.	Human Resources Management	V	5	1	0,5	0,5	1		0,5		0,5	0,5	0,5
44.	Services Management	V	4	1	0,5	0,5	0,5	0,5			0,5	0,5	
45.	Bachelor's Thesis Writing Methodology	V	5	1					1		1	1	1
46.	Economic Projects	V	4	1	1		1	1					
47.	Operational Management	V	4	1	1		1	1					
48.	Commercial Correspondence in Foreign Language II.1	V	3								1	1	1
49.	Public Institutions Management	V	4	0,5	1	0,5	0,5	0,5			0,5	0,5	
50.	Google Tools for Business	V	3		1			1	1				
51.	International Management	VI	4	0,5	1	0,5	0,5		0,5	0,5	0,5	0,5	
52.	Quality Management	VI	5		1	1	0,5	0,5	0,5	0,5	0,5	0,5	0,5
53.	Small Business Management	VI	4					3			0,5	0,5	
54.	Strategic Management	VI	5	2	2						0,5	0,5	
55.	Production Management	VI	3		1	1		1					
56.	Research on Bachelor's Thesis Writing	VI	5	1	1		0,5	0,5	0,5		0,5	0,5	0,5
57.	Audit	VI	4	1		1	1				0,5	0,5	
58.	Supply and Sales Management	VI	4	1		1	1				0,5	0,5	
59.	Commercial Correspondence in Foreign Language II.2	VI	3								1	1	1
60.	Dress Code and Behaviour in Business	VI	3								1	1	1

Legend: C1 ÷ C5 or C6 - Professional Competences; CT1 ÷ CT3 - Transversal Competences

\* According to Grid 1 (G1 - "Description of program / field of study by professional and transversal competences) showing the following variants: G1L and G1M pertaining to the BA and MA programs of study in accordance with MECTS Order no. 5703 / 18.10.2011.

\*\* All disciplines in the curriculum.



Grid 1 - "Description of program / field of study according to professional and transversal competences"

	Professional competences					
Professional Competences / Level Descriptors of Professional Competences' Structural Elements	C1. Identifying, analysing and managing elements that define the organization's internal and external environment through diagnosis and SWOT analysis	C2. Developing and implementing strategies and policies of the organization	C3. Developing and implementing the managerial system and its subsystems (allocation and reallocation of resources and activities)	C4. Identifying, selecting and using forecasting methods of organization, coordination, training, monitoring and evaluation methods	C5. Substantiating, adopting and implementing decisions for small complexity organizations (in whole or in part)	C6. Using databases, information and knowledge when applying the managerial methods techniques procedures
<b>KNOWLEDGE</b>						
<b>1. Knowing, understanding concepts, basic theories and methods of the field and area of specialization; their appropriate use in professional communication</b>	C1.1 Identifying theories, concepts, methods, and instruments necessary in managerial processes, in correlation with the environment of the organization	C2.1 Identifying theories, concepts, methods, and instruments necessary in drawing up organizational strategies and policies	C3.1 Describing the main concepts and methods specific to the managerial system and its subsystems	C4.1 Recognizing the managerial functions (forecasting, organization, coordination, training, and control-evaluation)	C5.1 Defining main managerial concepts and methods necessary on decision making process for small complexity organizations (in whole or in part)	C6.1 Defining the concepts and methods regarding the use of data bases, information and knowledge in the managerial process
<b>2. Using basic knowledge to explain and interpret various types of concepts, situations, processes, projects, etc.. associated to the field</b>	C1.2 Explaining, interpreting and correlating the factors which represent the internal and external environment of the organization in their dynamic	C2.2 Explaining the concepts, methods and instruments necessary to draw up organizational strategies and policies	C3.2 Explaining the main concepts and methods specific to the managerial system and its subsystems	C4.2 Interpreting organizational phenomena, situations and processes from the perspective of managerial functions area	C5.2 Interpreting main managerial concepts and methods necessary on the decision making process for small complexity organizations (in whole or in part)	C6.2 Explaining the concepts and methods regarding the use of data bases, information and knowledge in the managerial process
<b>COMPETENCES</b>						
<b>3. Applying basic principles and methods for solving well-defined problems / situations, typical for the field under a qualified assistance</b>	C1.3 Applying managerial methods, techniques and instruments in solving problems/situations well defined in the dynamics of the internal and external environment of the organization	C2.3 Applying managerial methods, techniques and instruments meant to draw up, implement, monitor and review the strategies and policies of the organization	C3.3 Applying the main principles and techniques to make the managerial system and its subsystems efficient	C4.3 Applying the main principles and methods to forecast, organize, coordinate, train, and control-evaluate in organizations	C5.3 Applying main managerial principles and methods in the decision making process for small complexity organizations (in whole or in part)	C6.3 Applying methods, techniques and procedures for the use of data bases, information and knowledge in the managerial process
<b>4. Appropriately using standard assessment criteria and methods to evaluate the quality, merits and limitations of processes, programs, projects, concepts, methods and theories</b>	C1.4 Evaluating critically and constructively the use of monitoring and diagnosis methods of the internal and external environment of the organization	C2.4 Using methods and criteria to evaluate the organizational strategies and policies	C3.4 Evaluating critically and constructively the working of the managerial system and of its subsystems	C4.4 Evaluating the application of the forecasting, organization, coordination, training, and control-evaluation modes	C5.4 Using criteria and standard methods to evaluate the decision making process in organizations	C6.4 Selecting the methods, techniques and procedures for the use of data bases, information and knowledge in the managerial process
<b>5. Professional project writing and using principles and methods established in the field</b>	C1.5 Drawing up analysis, diagnosis, audit studies regarding the working of the organization	C2.5 Drawing up projects to implement the organizational strategies and policies	C3.5 Drawing up studies/papers regarding the working of the managerial system and of its subsystems	C4.5 Drawing up studies. Papers to forecast, organize, coordinate, train and control-evaluate in organizations	C5.5 Developing and implementing studies/papers regarding the decision making process in organizations	C6.5 Drawing up studies/papers to capitalize the managerial process, using data bases, information and knowledge
<b>Minimum performance standards for competence assessment</b>	Drawing up a diagnosis and a SWOT analysis	Formulating strategies and policies for small complexity organizations (in	Setting up a mini managerial project at rte level of an organization	Applying a set of managerial instruments, methods and ways at the	And applying a method specific to making decision processes in a given	Setting up a managerial application by using data bases, information and

Level descriptors for transversal competences	Transversal competences	Minimum performance standards for competence assessment
<b>6. Responsible execution of professional duties, under conditions of limited autonomy and qualified assistance</b>	CT1. Applying principles, norms and professional ethics values in the personal strategy of rigorous, efficient and responsible work.	Finding real time solutions, under qualified for a real/ hypothetical problem at the workplace, following the rules of professional ethics.
<b>7. Getting accustomed to the roles and activities specific to teamwork and task distribution, for subordinate levels.</b>	CT2. Identifying roles and responsibilities in a multi-specialized team and the use of relationship techniques and efficient work in the team.	Designing a paper/project, assuming the responsibility of tasks specific to the role of multi-specialized team.
<b>8. Being aware of the need for lifelong formation: efficient use of the educational resources and techniques for personal and professional development.</b>	CT3. Identifying opportunities of continuous formation and values – the efficient implementation of the resources and educational techniques for the personal development.	Developing and supporting with arguments the application of a personal professional development plan.

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