

Aprobat în baza HS nr 59/26.09.15



# PLAN DE ÎNVĂȚĂMÂNT

valabil începând cu anul universitar 2017-2018

## UNIVERSITATEA DIN ORADEA

### FACULTATEA DE ȘTIINȚE ECONOMICE

*Programul de studii universitare de masterat:* **ADVANCED MANAGEMENT**

*Domeniul fundamental:* **SOCIAL SCIENCES**

*Domeniul de masterat:* **MANAGEMENT**

*Domeniul secundar de masterat:*

*Tipul masteratului:* **Professional**

*Durata studiilor / nr. de credite:* **4 semestre/120 credite**

*Forma de învățământ:* **Învățământ cu frecvență (IF)**

## 1. MISIUNEA PROGRAMULUI DE STUDIU / SPECIALIZĂRII ADVANCED MANAGEMENT

The mission of the **ADVANCED MANAGEMENT master program** is the formation by means of education and scientific research activities, appropriate for the contemporary complex business environment, of a specialists category in the management field, who will be able to contribute to the efficient use of resources in order to obtain successful results for the organizations in which they will work either as specialists or as managers.

## 2. OBIECTIVELE PROGRAMULUI DE STUDIU / SPECIALIZĂRII ADVANCED MANAGEMENT

The objectives of the **ADVANCED MANAGEMENT master program** are to provide the students, in an elevated, attractive and professional manner, information, knowledge, experiences and opportunities that will ensure the acquisition of some special competencies associated with this study field, in order to undertake specific activities, as well as advanced and synthesis knowledge from the *Management* field, according to the National Qualifications Framework from Higher Education (NQFHE/CNCSIS). We primarily aim to train specialists in the management field, who will be able to work in: business, nonprofit organizations, public institutions and other organized social structures. Also, the graduates can become researchers in the *Management* field or high school and university teachers in the economic field.

**The general objectives of the ADVANCED MANAGEMENT master program consist in:**

- amplifying the students capacity of understanding and assimilation of the concepts taught during courses, which are debated by seminar discussions, verified through practical work and individual or group research;
- increasing the students ability of using the modern methods and research techniques in the organizational management field;
- creating a new mentality related to the importance and performance of scientific research;
- encouraging the open exchange of ideas and experiences in teaching and scientific research;
- promoting by the students, after graduation this master program, of an open position regarding the decisional process in the organizations, and at the same time, making the most appropriate decisions regarding the efficient allocation and using of resources.

**The specific objectives of the ADVANCED MANAGEMENT master program consist in:**

- acquiring by students of the theoretical concepts and modern techniques regarding the management theory and practice that are necessary for solving the practical issues related to the managerial function;
- providing the information base in accordance with the requirements of practicing the specialization in human resources management and organizational management, in the best way;
- providing of an interdisciplinary aspect oriented towards a professional development and creating a new culture of quality;
- training of the students, from both the theoretical and practical points of view, at the European and international markets requirements in accordance with the employers demands and requirements;
- the use of scientific tools and specialized, updated information, which are necessary for the multidimensional and strategic approach of the organizations;
- acquiring of a specific language in the management field, developing the of an ethical and social responsibility spirit, of the ability to adapt to changes in society;
- development of motivation for a lifelong learning and of a desire regarding self-improvement

## 3. COMPETENȚE CARE SE VOR DOBÂNDI DE ABSOLVENȚI LA FINALIZAREA STUDIILOR

### 3.1. PROFESSIONAL COMPETENCIES:

1. The thorough analysis, synthesis and use of economic information for substantiating the decisions in the organizations
2. Developing operational summaries, complex reports and required for managing organization using ICT
3. Substantiating, designing and implementation of strategies and policies in the field of human resources management, services management and marketing management
4. Designing and implementation of complex projects by the utilization of concepts and methods that are specific to systemic analyses, synthesis and interpretation of economic and social processes
5. Assessment and diagnosis of internal and external environment of the organization, effective networking with different types of institutions and organizations from the socio-economic environment

### 3.2. TRANSVERSAL COMPETENCIES:

1. Coordination of professional teams, the assumption, allocation and pursuit of specific responsibilities in the economic field
2. Self-assessment of the need for further training, learning diagnosis and self-control
3. Substantiating and assumption of economic strategies, in terms of responsibility and autonomy

## 4. FINALITĂȚI

Graduation Title: Master Degree in Economic Sciences

Qualification Title: ADVANCED MANAGEMENT

Qualification Code: M40601001050

**Possible jobs for the graduate with Masters Degree, according to Classification of Occupations in Romania ISCO 08 (COR):**

Research assistant economist in management - 263113; Internal Auditor - 241105; Company Administrator 242111; Specialist in organizational development - 242322; Labor relations specialist 242323; Counsellor/expert /inspector/reviewer/economist in management - 263101; Documentarist authorizing logistics - 14137; Logistician flow management - 214135; Quality Management Systems Manager - 325701; Operations/Product Manager - 241226; Product Manager - 43104; Project Manager - 242101; Planner/ plansummaries specialist - 241255; Human Resources Specialist 242314; Human Resources Manager - 121207; Manager - 112029; Entrepreneur in the social economy 112032; Teacher in secondary education - 233002; Teacher in high school and after high school institutions - 233001; Company Manager - 112004; Company Deputy Manager - 112005; School General Inspector - 112006; Scientific Manager R D (Research and Development) - 112007; Company General Manager - 112011; Company Deputy General Manager - 112012; Program Manager - 112013; Commercial Manager - 112017; Sales Manager - 112018; Manager / Deputy Manager, chief inspector - 112019; Economic manager - 112020; Store Manager - 112021; Head of HRD (Human Resources Department) - 121205; Head of work resources assessment - 121206; Small Business Manager/owner (endorser) manufacturing - 132110; Acquisitions manager - 132448; Supply Manager - 132450; Relationship with suppliers Manager - 132451; Education Unit Manager - 134502; Hotel Manager - 141105; Pension Manager - 141106; Restaurant Manager - 141111; Fast-food Manager - 141120; Food Department Manager - 141202; Catering Department Manager - 141203; Head of Wholesale and Retail - 142003; Head Wholesale and Retail Office - 142004; Head of Department food/nonfood goods - 142007; Area Manager - 142008; Head of commercial agency - 142010; Small Business Manager/owner (endorser) in trade - 142011; Cultural Organization Manager - 143105; Manager in tourism activity - 143908; Bank Manager - 241225; Operations/Product Manager - 241226; Planner/ specialist plansummaries - 241255; Project Manager - 242101; Specialist improving processes - 242102; Specialist industrial strategy - 242103; Responsible process - 242104; Manager of Innovation - 242106; Expert in management and organization of maintenance activities - 242107; Manager improvement processes - 242107; Specialist in planning, control and performance reporting economic - 242110; Councilor care guidance - 242306; HR Consultant - 242317; Professional skills Assessor - 242405; Training Manager - 242406; Management Consultant - 263107; Competition inspector - 263110; Researcher economist in management - 263112.

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

Organization Manager; Manager owner; Department Manager; Assistant manager with higher education; Management Counselor; Specialist in management (planning, organizing, auditor); Management Consultant; Management Trainer.

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**PLAN DE ÎNVĂȚĂMÂNT\*\***  
Anul de studiu I

Cod	Discipline*	Tip	Sem. I [ore / săptămână]				Total ore / sem.	Felul verif.	Cre- dite	SI [ore / sem.]	Condi- ționări
			C	S	L	P					
<b>OBLIGATORII IMPUSE</b>											
FSTE-0930	Organizational Management	DSI	2	2	-	-	56	Ex	7	140	
FSTE-0931	Innovation & Entrepreneurship	DSI	1	1	-	-	28	Ex	6	140	
FSTE-0947	E-Business	DCA	2	1	-	-	42	Ex	6	126	
FSTE-0932	Marketing Management	DCA	2	1	-	-	42	Ex	6	126	
FSTE-0933	Corporate Finance	DSI	1	1	-	-	28	Cv	5	112	
<b>TOTAL</b>			<b>8</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>196</b>		<b>30</b>	<b>644</b>	

Cod	Discipline*	Tip	Sem. II [ore / săptămână]				Total ore / sem.	Felul verif.	Cre- dite	SI [ore / sem.]	Condi- ționări
			C	S	L	P					
<b>OBLIGATORII IMPUSE</b>											
FSTE-0948	Strategic Management	DSI	2	1	-	-	42	Ex	7	154	
FSTE-0934	Financial Diagnosis and Evaluation	DCA	2	1	-	-	42	Ex	7	154	
FSTE-0935	Market research and Marketing Strategy	DCA	2	1	-	-	42	Ex	6	126	
FSTE-0936	Modeling and Data Analysis	DCA	2	1	-	-	42	Vp	6	126	
FSTE-0937	Project writing. Practical stage	DSI	-	-	-	2	28	Cv	4	84	
<b>TOTAL</b>			<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>196</b>		<b>30</b>	<b>644</b>	

**Legendă:** C - Curs (pentru IFR - Coordonare studiu individual); S - Seminar; L - Lucrări practice (laborator); P - Proiect; SI - Studiu Individual; DAP - Disciplină de Aprofundare; DSI - Disciplină de Sinteză; DCA - Disciplină de Cunoaștere Avansată; OU - Opțiunea Universității; Felul verif. - felul verificării/forma de verificare; Ex. - examen; Cv. - colocviu; Vp. - verificare pe parcurs; Pr. - proiect; A/R- Admis/Respins; Credite - număr credite ECTS; SI - Studiu individual.

Director departament,  
Conf. univ. dr. Maria-Madela ABRUDAN

RECTOR,  
Prof. univ. dr. Constantin BUNGĂU



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**Anul de studiu II**

Cod	Discipline*	Tip	Sem. III [ore / săptămână]				Total ore / sem.	Felul verif.	Cre- dite	SI [ore / sem.]	Condi- ționări
			C	S	L	P					
<b>OBLIGATORII IMPUSE</b>											
FSTE-0938	Management of human resources: strategies and policies	DSI	2	2	-	-	56	Ex	8	168	
FSTE-0949	Customer Relationship Management	DCA	2	1	-	-	42	Ex	7	154	
FSTE-0939	Information Systems for Advanced Management	DCA	2	2	-	-	56	Vp	8	168	
<b>TOTAL</b>			<b>6</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>154</b>		<b>23</b>	<b>490</b>	
<b>OBLIGATORII OPȚIONALE</b>											
FSTE-0940	Sales Management	DCA	2	1	-	-	42	Cv	7	154	
FSTE-0950	Risk Management	DCA	2	1	-	-	42	Cv	7	154	
<b>TOTAL</b>			<b>2</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>42</b>		<b>7</b>	<b>154</b>	

Cod	Discipline*	Tip	Sem. IV [ore / săptămână]				Total ore / sem.	Felul verif.	Cre- dite	SI [ore / sem.]	Condi- ționări
			C	S	L	P					
<b>OBLIGATORII IMPUSE</b>											
FSTE-0941	Supply Chain Management	DCA	2	1	-	-	42	Ex	5	98	
FSTE-0942	Organizational Change Management	DCA	2	1	-	-	42	Ex	5	98	
FSTE-0943	Brand Management	DCA	1	1	-	-	28	Ex	5	112	
FSTE-0944	Research methodology for Dissertation Thesis	DSI	-	-	-	3	42	Cv	10	238	
<b>TOTAL</b>			<b>5</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>154</b>		<b>25</b>	<b>546</b>	
<b>OBLIGATORII OPȚIONALE</b>											
FSTE-0945	Business Ethics and Social Responsibility	DSI	1	2	-	-	42	Cv	5	98	
FSTE-0946	Cross cultural management	DSI	1	2	-	-	42	Cv	5	98	
<b>TOTAL</b>			<b>1</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>42</b>		<b>5</b>	<b>98</b>	

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## I. CERINȚE PENTRU OBTINEREA DIPLOMEI DE

Număr credite alocate, conform legislației: 120

- 108 credite pentru disciplinele obligatorii impuse;
- 12 credite pentru disciplinele obligatorii opționale;
- 0 credite la practică incluse în numărul celor alocate disciplinelor obligatorii de la pct.1 și pct.2;
- 10 credite pentru elaborarea (incluse în numărul celor alocate disciplinelor obligatorii de la pct.1);
- 10 credite alocate examenului de disertație, constând în prezentarea și susținerea disertației.

## II. STRUCTURA ANULUI UNIVERSITAR (în număr de săptămâni)

Anul	Activități didactice		Sesiuni de examene					Practică*	Vacanță		
	sem. I	sem. II	Iarnă	Restanțe Iarnă	Vară	Restanțe Vară	Restanțe Toamnă		Iarnă	Primăvară	Vară
Anul I	14	14	3	1	3	1	2	2	3	1	8
Anul II	14	14	3	1	3	1	2	-	3	1	10

## III. NUMĂRUL ORELOR LA DISCIPLINELE OBLIGATORII (IMPUSE ȘI OPȚIONALE): 784

ANUL	SEMESTRUL I	SEMESTRUL II
Anul I	14	14
Anul II	14	14

No	Disciplines	Number of hours		Total		RAQAHE/ARACIS Standard
		year I	year II	hours	%	
1.	Mandatory/Compulsory	392	308	700	90	-
2.	Optional/Elective	0	84	84	10	-
<b>TOTAL</b>		<b>392</b>	<b>392</b>	<b>392</b>	<b>784</b>	<b>100</b>

No	Disciplines	Number of hours		Total		RAQAHE/ARACIS Standard
		year I	year II	hours	%	
1.	Advanced Knowledge Discipline	210	252	462	59	-
2.	Synthesis Discipline	182	140	322	41	-
<b>TOTAL</b>		<b>392</b>	<b>392</b>	<b>392</b>	<b>784</b>	<b>100</b>

## IV. PONDEREA DISCIPLINELOR DIN CATEGORIILE OBLIGATORII (IMPUSE + OPȚIONALE) + FACULTATIVE:

Total number of hours: 784

of which:

- Total number of course hours: 420
- Total number of applications: 364
- Hours allotted to compulsory disciplines (% of total): 90%
- Hours allotted to optional disciplines (% of total): 10%
- Hours allotted to Advanced Knowledge Discipline (% of total): 59%
- Hours allotted to Synthesis Discipline (% of total): 41%
- The total ratio of hours of course/total hours of applications: 1,15/1

**Total number of credits: 120**

- Credits pertaining to Advanced Knowledge Discipline (AKD) of the total of compulsory credits: 68
- Credits pertaining to Synthesis Discipline (SD) of the total of compulsory credits: 52

**The weight of hours in the Curriculum:**

**Total hours = 784**

Compulsory disciplines / Total = 700 / 784 = 90%

The Ratio courses/ applications = 420 / 364 = 1,15 / 1

The weight of Internship and management projects in the Curriculum: 28 / 784 = 3,6%

The Ratio Exams/Colloquiums = 12 Ex / 7 Cv, Vp. 63%Ex/37% Cv, Vp.

## V. FLEXIBILITATEA PROCESULUI EDUCAȚIONAL

The flexibility of the study programme is ensured by elective disciplines. The elective disciplines are proposed for semesters III-IV 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 packages of elective disciplines.

## VI. EXAMENUL DE FINALIZARE STUDII ( )

1. Comunicarea temei lucrării de : semester 2;
2. Elaborarea lucrării de : 3x 14 ore = 42 hours, semester 4; ;
3. Susținerea lucrării de : month July/September..

## VII. UN PUNCT DE CREDIT NECESITĂ UN TOTAL DE 28 ORE/SEMESTRU DE ACTIVITATE DIDACTICĂ ȘI INDIVIDUALĂ

**VIII. DISTRIBUIREA CREDITELOR PE COMPETENȚE (TABELE RNCIS - Grila 1\*)**

Nr. crt.	Disciplina **	Sem.	Număr credite	Competențe profesionale						Competențe transversale		
				C1	C2	C3	C4	C5	C6	CT1	CT2	CT3
1.	Organizational Management	I	7	2	2			2		1		
2.	Innovation & Entrepreneurship	I	6	2	2			1		1		
3.	E-Business	I	6	1	2		1	1				1
4.	Marketing Management	I	6	1	1			2			1	1
5.	Corporate Finance	I	5	1	1		1	1		0,5		0,5
6.	Strategic Management	II	7	1,5	0,5	1	0,5	1		1	0,5	1
7.	Financial Diagnosis and Evaluation	II	7	2		1	1	1			1	1
8.	Market research and Marketing Strategy	II	6	1	1	1		2		1		
9.	Modeling and Data Analysis	II	6		3					3		
10.	Project writing. Practical stage	II	4	0,5			0,5			1	1	1
11.	Management of human resources: strategies and policies	III	8			3	2			1	1	1
12.	Customer Relationship Management	III	7	1	1,5	1,5		2				1
13.	Information Systems for Advanced Management	III	8	1	3		1	1				2
14.	Sales Management	III	7	2	1	1				1	1	1
15.	Risk Management	III	7	2	1			2				2
16.	Supply Chain Management	IV	5		1		1	2				1
17.	Organizational Change Management	IV	5	1		1	1			1	0,5	0,5
18.	Brand Management	IV	5	1		1		1		1	1	
19.	Research methodology for Dissertation Thesis	IV	10				4	4			2	
20.	Business Ethics and Social Responsibility	IV	5	1		1		1		1	0,5	0,5
21.	Cross cultural management	IV	5	1,5		1	1			1	0,5	

Legendă: C1 ÷ C5 sau C6 - Competențe profesionale; CT1 ÷ CT3 - Competențe transversale

\* Se va utiliza Grila 1 (G1) care prezintă variantele: G1L și G1M corepunzătoare ciclurilor de studii de licență și masterat, în conformitate cu Ordinul MECS r. 5703 / 18.10.2011.

\* Se vor trece toate disciplinele din Planul de Învățământ

GRILA 1 - "Descrierea domeniului / programului de studii prin competențe profesionale și competențe transversale"

<p><b>Qualification Title:</b> <b>ADVANCED MANAGEMENT</b></p> <p><b>Level of the qualification: MASTER</b></p>	<p>The possible jobs according to the COR: Research assistanconomistinmanagement- 263113; InternalAuditor- 241105; Company Administrator 242111; Specialistinorganizational development- 242322; Laborrelations specialist 242323; Counsellor/expert /inspector/reviewer/economistinmanagement- 263101; Documentaristauthorizinglogistics- 214137; Logisticianflowmanagement- 214135; Quality ManagementSystemsManager- 325701; Operations/ProductManager- 241226; ProductManager- 243104; Project Manager - 242101; Planner/ plansummaries specialist- 241255; Human Resources Specialist 242314; Human Resources Manager - 121207; Manager - 112029; Entrepreneurin the social economy 112032; Teacherin secondary education- 233002; Teacherin high school and after high school institutions- 233001; Company Manager - 112004; Company Deputy Manager - 112005; School General Inspector - 112006; ScientificDirectorR D (Research and Development)- 112007; Company General Manager- 112011; Company Deputy General Manager- 112012; Program Manager - 112013; Commercial Manager - 112017; Sales Manager - 112018; Manager / Deputy Manager, chiefinspector- 112019; Economic manager-112020; Store Manager- 112021; Head ofHRD (Human Resources Department)- 121205 ; Head ofwork resources assessment- 121206; Small Business Manager/owner (endorser)manufacturing- 132110; Acquisitions manager- 132448; Supply Manager- 132450; Relationshipwith suppliers Manager- 132451; Education Unit Manager- 134502; Hotel Manager -141105; Pension Manager - 141106; Restaurant Manager -141111; Fast-food Manager - 141120; FoodDepartment Manager- 141202; CateringDepartment Manager- 141203; Head ofWholesale andRetail- 142003; HeadWholesale andRetailOffice-142004; Head of food/nonfood goodsDepartment- 142007; AreaManager- 142008; Head ofcommercial agency- 142010; Small Business Manager/owner (endorser) in trade- 142011; Cultural Organization Manager- 143105; Managerintourism activity- 143908; BankManager- 241225; Operations/ProductManager- 241226; Planner/ specialistplansummaries- 241255; Project Manager - 242101; Specialist improving processes- 242102; Specialist industrial strategy- 242103; Responsible process- 242104; Manager of Innovation- 242106; Expert in management and organization of maintenance activities - 242107; Manager improvement processes- 242107; Specialist in planning, control and performance reporting economic- 242110; Councillorcareer- 242306; HRConsultant- 242317; Professional skills Assessor- 242405; TrainingManager- 242406; Management Consultant- 263107; Competition inspector- 263110; Researchereconomistinmanagement- 263112.</p> <p>New jobsproposed to beincluded inCOR:</p> <p>Organization Manager; Manager owner; Department Manager; Assistantmanagerwith higher education; Management Counselor; Specialistinmanagement(planning, organizing, auditor); Management Consultant; ManagementTrainer.</p> <p>AccessPrerequisites: Bachelor Degree</p>				
<p><b>Professional Competences* /</b></p> <p><b>Level Descriptors of Professional Competences</b></p> <p><b>Structural Elements**</b></p>	<p><b>C1</b></p> <p>Advanced analysis, synthesis and use of economic information to substantiate decisions within organizations. Applying the principles of leadership in the organization.</p>	<p><b>C2</b></p> <p>Elaboration of operational summaries, complex reports and studies necessary to the organization management, using TIC. Identification and application of management functions to achieve the organization's objectives</p>	<p><b>C3</b></p> <p>Substantiation, design and implementation of human resources management strategies and policies, of services management, of marketing management.</p> <p>Application of basic knowledge being necessary in exercise of functional and technical tasks to solve specific problems</p>	<p><b>C4</b></p> <p>Elaboration and implementation of some complex projects, using concepts and methods associate to systemic analysis, synthesis and interpretation of socio-economic processes</p>	<p><b>C5</b></p> <p>Evaluation and diagnosis of internal and external environment of organization, effective networking with different types of institutions and organizations in the socio-economic environment</p>
<p><b>KNOWLEDGE</b></p>					
<p>1. Elaborate knowing of an area of specialization and theoretical, methodological and practical development according to the program, inside this; appropriate use of specific language in communicating with different professional backgrounds</p>	<p><b>C1.1</b></p> <p>Defining concepts, methods, techniques and instruments of collection, use, processing, analysis and synthesis of information and of knowledge in management processes to substantiate decisions</p>	<p><b>C2.1</b></p> <p>Defining concepts related to operational summaries, defining concepts related to operational summaries, reports, studies and information needed to the management of organization, to systems providing the necessary information contents that help them, including TIC.</p>	<p><b>C3.1</b></p> <p>Defining concepts, theories and methodologies associate to planning in human resource management field, to management of services, to management of marketing activities</p>	<p><b>C4.1.</b></p> <p>Defining concepts, theories and methodologies associate to projects, systematic analysis, synthesis and interpretation of economic and social processes</p>	<p><b>C5.1</b></p> <p>Identifying and defining the concepts, theories methods and instruments used in diagnosing internal and external environment of the organization, effective networking with different types of institutions and organizations in the socio-economic environment</p>
<p>2. Using specialized knowledge for explanation and interpretation of new situations in a broader context associated with domain</p>	<p><b>C1.2</b></p> <p>Explanation and interpretation of the concepts, theories methods and instruments used in collection, use, processing, analysis and synthesis of information and of the knowledge in management processes to substantiate decisions</p>	<p><b>C2.2</b></p> <p>Explanation of the concepts and of the operational summaries, reports, studies and information necessary both for the management of firm and running the systems providing necessary information, including TIC</p>	<p><b>C3.2</b></p> <p>Explanation, interpretation of contents and assessing the need to reusing tools in human resources management, services management, management of marketing activities</p>	<p><b>C4.2</b></p> <p>Explanation and interpretation of theories and methodologies associate to projects, system analysis, synthesis and interpretation of economic and social processes in the context of different categories of organizations</p>	<p><b>C5.2</b></p> <p>Explanation and interpretation of situations and processes associate to organization's internal and external environment, of the situation associate to relationships with other organization running in the economic and social environment</p>
<p><b>ABILITIES</b></p>					
<p>3. Integrated use of concepts and methodologies in conditions of incomplete information, to solve new theoretical and practical problems</p> <p>Utilizarea integrată a paratului conceptual și metodologic, în condiții de informare incompletă, pentru a rezolva probleme teoretice și practice noi</p>	<p><b>C1.3</b></p> <p>Applying the methods, techniques, tools and procedures for the collection, use, processing and analysis of information and also of the knowledge in the management processes to substantiate decisions.</p>	<p><b>C2.3</b></p> <p>The use of information and communication technology, managerial simulation applications necessary for the organization management</p>	<p><b>C3.3</b></p> <p>The use of methods, techniques and innovative tools for planning of activities in the field of human resources management, of services management and of management of marketing activities</p>	<p><b>C4.3</b></p> <p>Designing projects to improve management, work and organizational performance based on the use of systemic approach, analysis and interpretation of economic and social processes</p>	<p><b>C5.3</b></p> <p>Solving the problems associate to communication and ongoing relationship of managers and organizations with third party by using some communication modern methods and tools.</p>
<p>4. Utilizarea nuanțată de criterii și metode de evaluare pentru a formula judecăți de valoare și a fundamenta decizia constructivă</p>	<p><b>C1.4</b></p> <p>Comparative analysis of methods, techniques, tools and procedures for the collection, use, processing and analysis of information and knowledge in the management processes to base /to ground /to substantiate decisions.</p>	<p><b>C2.4</b></p> <p>The establishment and application of evaluation criteria based on TIC and management simulation applications for providing necessary information to organizations management in terms of efficiency, effectiveness and costs for the acquisition and their functioning.</p>	<p><b>C3.4</b></p> <p>Comparative evaluation of efficiency and effectiveness of methods, techniques and tools for planning strategies, policies and plans in the field of human resources management, management services, management of marketing activities</p>	<p><b>C4.4</b></p> <p>Comparative evaluation of various projects, mechanisms and scenarios to improve the management, work and organizational performance</p>	<p><b>C5.4</b></p> <p>Critical evaluation of the content of projects / programs of communication and networking organizations with third parties</p>
<p>5. Elaboration of professional projects and/or research projects, by using in an innovative way of abroad range of qualitative and quantitative methods.</p>	<p><b>C1.5</b></p> <p>Elaboration of economic summaries, of studies / papers substantiating the managerial process through the collection, use, processing and analysis of information and knowledge</p>	<p><b>C2.5</b></p> <p>Elaboration of projects and reports, summaries and studies necessary to the organization management by using both, internal and external sources of information, by using TIC and other informatic applications</p>	<p><b>C3.5</b></p> <p>Designing and implementation of a set of measures contained in strategies, policies, plans, rules and procedures for a problem or situation in the field of HRM, services management and management of marketing activities</p>	<p><b>C4.5</b></p> <p>Implementation of projects to improve the management, work and organizational performance using methodology and tools for managerial intervention</p>	<p><b>C5.5</b></p> <p>Designing and implementing of a program regarding the managerial communication and networking with key stakeholders of the organization.</p>
<p>Minimum performance standards for competence assessment</p>	<p>Elaboration of a managerial application for an organization by using information and knowledge</p>	<p>Elaboration of a operational synthesis necessary to the management of organization by using TIC</p>	<p>Elaboration and persuasive presentation of a strategy in the field of human resources management, services management and management of marketing activities</p>	<p>Elaboration of a reengineering project proposal of [activities / structures / technologies] an organization</p>	<p>Elaboration of a program for both managerial communication and networking with the key stakeholders of an organization.</p>

Level Descriptors of the Transversal Competences	Transversal Competences	Minimal Standards of Performance for Competence Evaluation
6. Assuming the roles/management functions of professional groups or institutions/organizations activities	CT1 Coordination of professional teams, assuming, allocate and follow up of of specific responsibilities in the economic field s fulfillment	Making a portfolio of teamwork tools that include organizational structure, information /reporting internal system, internal roles system, monitoring methods, analysis of specific situations
7. Self-control learning process, Diagnosis of training needs, reflexive analysis of their professional activities	CT2 Self assessment of need for further training, diagnosis and self - control of learning	Elaboration and presenting of a personal plan for continuous formation to ensure the development of professional and management skills.
8. The execution of complex tasks under conditions of autonomy and professional independence	CT3 Fundamenting and assuming of economic strategies, under condition of responsibility and autonomy	Designing a scheme for solving a work problem in real time and assuming its implementation, following/keeping/upholding the rules of professional ethics

Director departament,  
Conf. univ. dr. Maria-Madela ABRUDAN

RECTOR,  
Prof. univ. dr. Constantin BUNGĂU

