

CURRICULUM

beginning with the academic year 2016-2017

UNIVERSITY OF ORADEA

FACULTY OF ECONOMIC SCIENCES

Master study program: **MANAGEMENT APROFUNDAT (ÎN LIMBA ENGLEZĂ) / ADVANCED MANAGEMENT (IN ENGLISH LANGUAGE)**

Fundamental domain: **SOCIAL SCIENCES**

Science branch: **ECONOMIC SCIENCES**

Study domain: **MANAGEMENT**

Duration of studies / no. of credits: **2 years / 120 credits**

Type of education: **Full-time learning (IF/FL)**

1. 1. THE MISSION OF THE PROGRAM OF STUDIES / SPECIALIZATION 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. THE OBJECTIVES OF THE PROGRAM OF STUDIES / SPECIALIZATION 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 market's 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. COMPETENCIES ACQUIRED BY GRADUATES AT THE END OF STUDIES

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's diagnosis and self-control
3. Substantiating and assumption of economic strategies, in terms of responsibility and autonomy

4. FINALITIES

Graduation Title: Master Degree in Economic Sciences

Qualification Title: ADVANCED MANAGEMENT

Qualification Code: M40601001050

Possible jobs for the graduate with Master's 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 - 214137; Logistician/flow management - 214135; Quality Management Systems Manager - 325701; Operations/Product Manager - 241226; Product Manager - 243104; 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.

25

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CURRICULUM**

Year of study I

Code	Disciplines*	Type	Semester I				Total of hours ore	Type of examination	Credits	IS [hours]	Conditioning
			C	S	L	P					
MANDATORY/COMPULSORY DISCIPLINES											
	Organizational Management	SD	2	2	-	-	56	Ex	7	140	
	Innovation & Entrepreneurship	SD	1	1	-	-	28	Ex	6	140	
	E Business	AKD	2	1	-	-	42	Ex	6	126	
	Marketing Management	AKD	2	1	-	-	42	Ex	6	126	
	Corporate Finance	SD	1	1	-	-	28	Cv	5	112	
	TOTAL		8	6	-	-	196		30	644	

Code	Disciplines*	Type	Semester II				Total of hours ore	Type of examination	Credits	IS [hours]	Conditioning
			C	S	L	P					
MANDATORY/COMPULSORY DISCIPLINES											
	Strategic Management	SD	2	1	-	-	42	Ex	7	154	
	Financial Diagnosis and Evaluation	AKD	2	1	-	-	42	Ex	7	154	
	Market research and Marketing Strategy	AKD	2	1	-	-	42	Ex	6	126	
	Modeling and Data Analysis	AKD	2	1	-	-	42	Vp	6	126	
	Project writing. Practical stage	SD	-	-	-	2	28	Cv	4	84	
	TOTAL		8	4	-	2	196		30	644	

Legend: C - Course; S - Seminar; L - Practical (laboratory); P - Project; SI - Individual Study;
SD - Synthesis Discipline; AKD - Advanced Knowledge Discipline
Type of examination - verification form; Ex. - examination; Cv. - colloquium; CA. - continuous assessment; Pr. - project; A/R - Passed/Failed; Credits - number of ECTS credits; SI - Individual study.

Head of department,
Associate Professor Maria-Madela
ABRUDAN, PhD.

RECTOR,
Professor Constantin BUNGĂU, PhD.

DEAN,
Associate Professor Adriana GIURGIU,
PhD.



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CURRICULUM**
Anul de studiu II

Cod	Discipline*	Type	Semester III				Total of hours	Type of examination	Credits	IS [hours]	Conditioning
			C	S	L	P					
MANDATORY/COMPULSORY DISCIPLINES											
	Management of human resources: strategies and policies	SD	2	2	-	-	56	Ex	8	168	
	Customer Relationship Management	AKD	2	1	-	-	42	Ex	7	154	
	Information Systems for Advanced Management	AKD	2	2	-	-	56	Vp	8	168	
OPTIONAL/ELECTIVE DISCIPLINES											
	Sales Management	AKD	2	1	-	-	42	Cv	7	154	
	Risk Management	AKD	2	1	-	-	42	Cv	7	154	
TOTAL			8	6	-	-	196		30	644	

Code	Disciplines*	Type	Semester IV				Total of hours	Type of examination	Credits	IS [hours]	Conditioning
			C	S	L	P					
MANDATORY/COMPULSORY DISCIPLINES											
	Supply Chain Management	AKD	2	1	-	-	42	Ex	5	98	
	Organizational Change Management	AKD	2	1	-	-	42	Ex	5	98	
	Brand Management	AKD	1	1	-	-	28	Ex	5	112	
	Research methodology for Dissertation Thesis	SD	-	-	-	3	42	Cv	10	238	
OPTIONAL/ELECTIVE DISCIPLINES											
	Business Ethics and Social Responsibility	SD	1	2	-	-	42	Cv	5	98	
	Cross cultural management	SD	1	2	-	-	42	Cv	5	98	
TOTAL			6	5	-	3	196		30	644	

Legend: C – Course; S – Seminar; L – Practical (laboratory); P – Project; SI – Individual Study; SD – Synthesis Discipline; AKD – Advanced Knowledge Discipline
 Type of examination – verification form; Ex. – examination; Cv. – colloquium; Vp. – continuous assessment; Pr. – project; A/R – Passed/Failed; Credits – number of ECTS credits; SI – Individual study.

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I. DIPLOMA REQUIREMENTS

Credits: 120

1. 108 credits for compulsory disciplines;
2. 12 credits for elective disciplines;
3. 4 credits for *Practice* (including the credits for compulsory disciplines from point 1 and point 2 above);
4. 10 credits for writing the Dissertation Thesis (included in the number of those allotted to mandatory disciplines of point 1 above);
5. 10 credits for the Dissertation Degree Examination, consisting in presenting and support the dissertation.

II. STUDY SCHEDULE (in number of weeks)

Year	Didactic 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	2	3	1	8
Year II	14	14	3	1	3	1	2	-	3	1	11

III. NUMBER OF HOURS AT COMPULSORY AND ELECTIVE DISCIPLINES: 784

Year	SEMESTER I	SEMESTER II
Year I	14	14
Year 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	-
TOTAL		392	392	392	784	100

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	-
TOTAL		392	392	392	784	100

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

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. THE FLEXIBILITY OF EDUCATIONAL PROCESS

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. DISSERTATION DEGREE'S EXAM:(DISSERTATION)

1. Communication of the topic of the dissertation thesis: semester 2;
2. Final dissertation's degree thesis writing: 3x 14 cre = 42 hours, semester 4;
3. Presentation of the final dissertation'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	C1	C2	C3
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.	Internship and project writing	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	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	

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 through professional and transversal competences"

Qualification Title: ADVANCED MANAGEMENT	The possible jobs according to the COR: Research assistant/economist/in management- 263113; Internal Auditor- 241105; Company Administrator- 242111; Specialist/in organizational development- 242322; Labor relations specialist- 242323; Counselor/expert /inspector/reviewer/economist/in management- 263101; Documentant/authorizing logistics- 214137; Logistics/inflow management- 214135; Quality Management/Systems Manager- 325701; Operations/Product Manager- 241226; Product Manager- 243104; Project Manager - 242101; Planner/ plansummaries specialist- 241255; Human Resources Specialist - 242314; Human Resources Manager - 241226; 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 Director & 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- 141203; Head of Wholesale and Retail- 142003; Head Wholesale and Retail Office- 142004; Head of food/nonfood goods Department- 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/career- 242306; HR Consultant- 242317; Professional skills Assessor- 242405; Training Manager- 242406; Management Consultant- 263107; Competition Inspector- 263110; Research/economist/in management- 263112.					
Level of the qualification: MASTER		C1	C2	C3	C4	C5
Professional Competences* / Level Descriptors of Professional Competences' Structural Elements**	<p>Advanced analysis, synthesis and use of economic information to substantiate decisions within organizations. Applying the principles of leadership in the organization.</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>Substantiation, design and implementation of human resources management strategies and policies, of services management, of marketing management, of application of basic knowledge being necessary in exercise of functional and technical tasks to solve specific problems</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>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>	
KNOWLEDGE		C1.1	C2.1	C3.1	C.4.1.	C5.1
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	<p>Defining concepts, methods, techniques and instruments of collection, use, processing, analysis and synthesis of information and of knowledge in management processes</p>	<p>Defining concepts related to operational concepts related to operational summaries, reports, studies and information needed to the management of organization, to</p>	<p>Defining concepts, theories and methodologies associate to planning in human resource management field, to management of services, to</p>	<p>Defining concepts, theories and methodologies associate to projects, systematic analysis, synthesis and interpretation of economic and social processes</p>	<p>Identifying and defining the concepts, theories methods and instruments used in diagnosing internal and external environment of the organization.</p>	

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.

Access Prerequisites: Bachelor Degree

way of a broad range of qualitative and quantitative methods.	summaries, of studies / papers substantiating the managerial process through the collection, use, processing and analysis of information and knowledge	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	implementation of a set of measures contained in strategies, policies, plans, rules and procedures for a problemor situation in the field of HRM, services management and management of marketing activities	improve the management, work and organizational performance using methodology and tools for managerial intervention organization.	of a program regarding the managerial communication and networking with key stakeholders of the organization.
Minimum performance standards for competence assessment	Elaboration of a managerial application for an organization by using information and knowledge	Elaboration of a operational synthesis necessary to the management of organization by using TIC	Elaboration and persuasive presentation of a strategy in the field of human resources management; services management and management of marketing activities	Elaboration of a reengineering project proposal of [activities / structures / technologies] an organization	Elaboration of a program for both managerial communication and networking with the key stakeholders of an organization.

*A maximum 6 professional skills shall be identified

**The Level Descriptors presented in the Matrix of National Qualifications Framework in Higher Education (Bachelor / Master / PhD) shall be registered in the grid

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

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