

Aprobat în baza HS nr. 59/28.09.15



PLAN DE ÎNVĂȚĂMÂNT

valabil începând cu anul universitar 2017-2018

UNIVERSITATEA DIN ORADEA

FACULTATEA DE ȘTIINȚE ECONOMICE

Programul de studii universitare de masterat: **MASTER OF BUSINESS ADMINISTRATION**

Domeniul fundamental: **ȘTIINȚE SOCIALE**

Domeniul de masterat: **ADMINISTRAREA AFACERILOR**

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 MASTER OF BUSINESS ADMINISTRATION

The mission of the masters degree program *Master in Business Administration* (acronym: **MBA**) is to provide an integrated set of learning opportunities for students interested in mastering the skills and knowledge necessary for effectively participating in and managing modern organizations in a global business environment. **The fundamental objective assumed by this masters degree program is to enable students to gain core knowledge of subjects fundamental to business administration, develop analytical skills which are indispensable in problem solving and decision making, understand the human behaviour in organizations, and gain insights into the changing business, economic, social and political environments which influence the business world.**

The fundamental objective assumed by this masters degree program is to provide the best post-graduate academic training in the field of Business Administration, so as the skills acquired by MBA graduates should meet the requirements of the European labor market as well as the international research and development activities. The masters degree program MBA - through professional and transversal competences provided by the subjects included in the curriculum - is supported by factors of relevance and timeliness in relation to the national qualifications nomenclature, respectively to the labor market needs and goals, and is related to educational, scientific research and professional goals.

2. OBIECTIVELE PROGRAMULUI DE STUDIU / SPECIALIZĂRII MASTER OF BUSINESS ADMINISTRATION

The objectives of the master study program *Master of Business Administration* (acronym **MBA**) consist in providing the master students, in an elevate, appealing, interactive and professional way, with information and knowledge that can ensure acquiring specific professional competences, corresponding and related to the field of Business Administration, these objectives being found among the objectives established within the managerial and operational plans of the Department of Economics, department that manages this study program at the level of the Faculty of Economic Sciences, University of Oradea, within the field of Business Administration.

Among the main objectives of the study program *Master of Business Administration* (acronym **MBA**) we mention:

- rigorous training of specialists in Business Administration;
- training the theoretical and practical requirements of the European;
- knowledge of economic and financial mechanisms, negotiation and communication techniques in the economic environment;
- acquisition by students advanced knowledge in the field of project operation and contracting financial resources related to regional economic and social development, but also in public administration and the real economy;
- acquisition of theoretical knowledge and practical skills training in line with the demands and requirements of employers to ensure successful entry of graduates into the labor market.

The objectives specific to the master study program *Business Administration* (acronym: **MBA**) are:

- to provide advanced knowledge in the field of Business Administration;
- to develop students professional and managerial skills, in modern business environment;
- to facilitate professional training of economists in the field of Business Administration;
- to provide theoretical and practical training to master students, at the level of the requirements imposed by the regional networks, global markets and macro-economic environment;
- to ensure master students acquisition of modern concepts and techniques regarding aspects of quantitative economic theory and aspects of management necessary to accurately solve the problems in the field of Business Administration;
- to ensure acquisition of advanced knowledge in the field of formation and development of entrepreneurial ventures;
- to ensure acquisition of advanced knowledge in the field of sustainable development and global environmental change;
- to ensure students acquisition of advanced knowledge in the field of Corporate Social Responsibility and business ethics, labour policies, in a globalized world and cultural challenges;
- to develop students decisional skills in the field of companies affairs and a thorough understanding of the firms functioning in a competitive environment, by an optimal combination of disciplines covering the fields of economics, risk management, marketing and strategic management;
- to build a bridge to the actual business environment, by: inviting business people to meet the students and share their business experience with them, organizing field visits and study visits to companies and institutions involved in business development, developing economic projects and analyzing authentic case studies provided by the business environment or by the business support structures and institutions;
- to facilitate acquisition of theoretical knowledge and formation of practical skills in accordance with the employers expectancies and requirements, which shall ensure successful integration of the alumni on the labor market.

In the second year, the program has two study lines: 1. Entrepreneurship and 2. Tourism and hospitality. The master students who choose the *Entrepreneurship* study line, will elect the following disciplines from the elective disciplines list: *Entrepreneurship and regional development* and *Formation and implementation of entrepreneurial ventures* in semester III, *Entrepreneurial projects* and *Entrepreneurship and business Planning* in semester IV

The master students who choose the *Tourism and hospitality* study line, will elect the following disciplines from the elective disciplines list: *Hospitality management* and *Strategic hospitality marketing* in semester III, *Yield and revenue management in hospitality* and *Trends in tourism and hospitality* in semester IV

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

3.1. PROFESSIONAL COMPETENCES:

Knowledge, understanding and use of basic theories and methods in the business administration field
Understands the integrative nature of administration and takes a leadership role in guiding the formulation, development and implementation of the strategic direction of the firm
Analysis, synthesis and use of economic information to base business economic decisions
Applies tools available for decision-making under uncertainty, use opportunities of the business situations and develop strategies for improvement
Development and implementation of complex projects using specific concepts and methods to acquire the ability to work professionally and competitive in a complex business environment

3.2. TRANSVERSAL COMPETENCES:

Coordination of professional teams, assuming, delegating and tracking the fulfilment of the responsibilities specific to the economic field
Self-assessment of the need for further training, diagnosis and self learning
Building and assuming economic strategy, in terms of responsibility and autonomy.

4. FINALITĂȚI

Graduation Title: Masters Degree in Business Administration

Qualification Title: Master of Business Administration

Qualification Code:

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

Company Administrator **242111**, Labor Relations Specialist **242323**, Operations/Product Manager **241226**, Project Manager **242101**, Specialist Planning, Control and Reporting of Economic Performance **242110**, Competition Inspector **263110**, Organizer tourism activity **243102**, Entrepreneur in the Social Economy **112032**, Head Wholesale and Retail Office **142004**, Head of Wholesale and Retail **142003**, Head of Department Food Nonfood Goods **142007**, Company Manager **112004**, Company General Manager **112011**, Commercial Manager **112017**, Sales Manager **112018**, Economic Manager **112020**, Store Manager **112021**, Small Business Manager-Owner (endorser), Brokerage and other Trading Services **122108**, Small Business-Manager-Owner (endorser) in the Hotel and Restaurant **141101**, Small Business Manager-Owner (endorser) in Tourism **143907**, Hotel Administrator **141104**, Hotel Manager **141105**, Motel Manager **141106**, Accommodation Director **141123**, Restaurant Manager **141111**, Fast-Food Manager **141120**, Food Department Manager **141202**, Catering Department Manager **141203**, Transactions Operations Director **122104**, Head Agency / Office desk **143902**, Head of Elementary Labor Unit **143903**, Manager in Tourism Activity **143908**, Manager of Tour operator / Retailer / Subsidiary / Branch travel Agency **143909**, Director of Tourist Information Center **143910**, Head of Guest House (rural, agrotouristic, mountain) **143912**, Director of Ticketing Department **143918**, Head of Events Department **143911**, Supply Manager **132450**, Relationship with Suppliers Manager **141111**, Scientific Manager Research Development **112007**, Teacher in vocational and apprenticeship education **232001**, Expert Training Center **231006**, Economist Bank **241224**, Manager relationships with bank clients/leasing company **241227**, Bank Administrator **241231**, Expert in Management Activity Investment **241262**,

New jobs proposed to be included in COR:

Administrator in Hospitality Business, Administrator Banqueting Activities, Entrepreneur in Business Production, Entrepreneur in Business Services

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Domeniul secundar de masterat:
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Valabil din anul univ.
2017-2018
începând cu anul I

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					
	OBLIGATORII IMPUSE										
FSTE-0744	Macroeconomics and the global economic environment	DAP	2	2	-	-	56	Ex	8	168	
FSTE-0895	Corporate Communication	DAP	2	1	-	-	42	Ex	7	154	
FSTE-0896	Regional development and networks	DAP	2	2	-	-	56	Ex	8	168	
FSTE-0897	Quantitative methods for economics and business	DSI	2	-	1	-	42	Ex	7	154	
	TOTAL		8	5	1	-	196		30	644	

Cod	Discipline*	Tip	Sem. II [ore / săptămână]				Total ore / sem.	Felul verif.	Cre- dite	SI [ore / sem.]	Condi- ționări
			C	S	L	P					
	OBLIGATORII IMPUSE										
FSTE-0747	Corporate development: mergers and acquisitions	DSI	1	1	-	-	28	Cv	4	84	
FSTE-0743	Microeconomics for managers	DAP	2	1	-	-	42	Ex	6	126	
FSTE-0898	Business development strategies	DAP	2	1	-	-	42	Ex	6	126	
FSTE-0899	Business Financing	DSI	2	1	-	-	42	Ex	6	126	
FSTE-0900	Data analysis	DAP	1	-	2	-	42	Cv	4	70	
FSTE-0751	Practice	DSI	-	-	-	-	60	Cv	4	52	
	TOTAL		8	4	2	-	256		30	584	

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. Dorin-Paul Băc

RECTOR,
Prof. univ. dr. Constantin BUNGĂU



PLAN DE ÎNVĂȚĂMÂNT**
 Anul de studiu II

Cod	Discipline*	Tip	Sem. III [ore / săptămână]				Total ore / sem.	Felul verific.	Credite	SI [ore / sem.]	Condiționări
			C	S	L	P					
OBLIGATORII IMPUSE											
FSTE-0754	Marketing management	DSI	2	2	-	-	56	Ex	8	168	
FSTE-0901	Sustainable development and corporate behaviour	DSI	2	1	-	-	42	Ex	7	154	
TOTAL			4	3	-	-	98		15	322	
OBLIGATORII OPȚIONALE											
PACHET 1											
FSTE-0902	Entrepreneurship and Regional Development	DCA	2	-	2	-	56	Ex	8	168	
FSTE-0903	Hospitality Management	DCA	2	-	2	-	56	Ex	8	168	
PACHET 2											
FSTE-0755	Formation and implementation of entrepreneurial ventures	DCA	2	1	-	-	42	Ex	7	154	
FSTE-0904	Strategic Hospitality Marketing	DCA	2	1	-	-	42	Ex	7	154	
TOTAL			4	1	2	-	98		15	322	

Cod	Discipline*	Tip	Sem. IV [ore / săptămână]				Total ore / sem.	Felul verific.	Credite	SI [ore / sem.]	Condiționări
			C	S	L	P					
OBLIGATORII IMPUSE											
FSTE-0905	Business Research Methods	DAP	1	1	-	-	28	Ex	5	112	
FSTE-0759	CSR and Business Ethics	DSI	2	1	-	-	42	Ex	7	154	
FSTE-0906	Business projects and games	DCA	2	-	-	2	56	Cv	8	168	
TOTAL			5	2	-	2	126		20	434	
OBLIGATORII OPȚIONALE											
PACHET 1											
FSTE-0907	Entrepreneurial projects	DCA	1	-	-	1	28	Cv	5	112	
FSTE-0909	Yield and revenue management in hospitality	DCA	1	-	-	1	28	Cv	5	112	
PACHET 2											
FSTE-0908	Entrepreneurship and Business Planning	DCA	2	1	-	-	42	Cv	5	98	
FSTE-0910	Trends in Tourism and Hospitality	DCA	2	1	-	-	42	Cv	5	98	
TOTAL			3	1	-	1	70		10	210	

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 verific. - 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. Dojin-Păul Băc

RECTOR,
 Prof. univ. dr. Constantin BUNGĂU

DECAN,
 Prof. univ. dr.
 Alina Daciana BĂDULESCU



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I. CERINȚE PENTRU OBTINEREA DIPLOMEI DE

Număr credite alocate, conform legislației: 120

1. 95 credite pentru disciplinele obligatorii impuse;
2. 25 credite pentru disciplinele obligatorii opționale;
3. 4 credite la practică incluse în numărul celor alocate disciplinelor obligatorii de la pct.1 și pct.2;
4. 10 credite pentru elaborarea (incluse în numărul celor alocate disciplinelor obligatorii de la pct.1);
5. 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

Practice is organized based on syllabi drafted by departments and adopted by the Faculty Council Practice takes place in the RDI and documentation laboratories/centres of the faculty and specialised economic entities, based on practice conventions/agreements.

III. NUMĂRUL ORELOR LA DISCIPLINELE OBLIGATORII (IMPUSE ȘI OPȚIONALE): 844

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

No	Disciplines	Number of hours		Total		RAQAHE/ARACIS Standard [min / max. %]
		Year I	Year II	Hours	%	
1.	Compulsory	452	224	676	80	80-90
2.	Elective	-	168	168	20	10-20
TOTAL		452	392	844	100	100
3	Facultative	-	-	-	-	-

No	Disciplines	Number of hours		Total		RAQAHE/ARACIS Standard [min / max. %]
		Year I	Year II	Hours	%	
1.	Thoroughgoing	280	28	308	36	-
2.	Advanced	-	224	224	27	-
3.	Synthesis	172	140	312	37	-
TOTAL		452	392	844	100	100

IV. PONDEREA DISCIPLINELOR DIN CATEGORIILE OBLIGATORII (IMPUSE +OPȚIONALE) + FACULTATIVE:**Total number of hours: 844**

out of which:

- Total number of course hours: 448
- Total number of applications: 396

Compulsory disciplines (weight in total of disciplines): 79%;

Hours allotted to compulsory disciplines: 80%;

Elective disciplines (weight in total of disciplines): 21%

Hours allotted to elective disciplines: 20%

Thoroughgoing disciplines (weight in total of disciplines): 37%

Hours allotted to thoroughgoing(% of total): 36%

Advanced disciplines(weight in total of disciplines): 26%;

Hours allotted to advanced disciplines (% of total): 27%;

Synthesis disciplines (weight in total of disciplines): 37%;

Hours allotted to synthesis disciplines (% of total): 37%

Total number of credits: 120

- Credits pertaining to thoroughgoing disciplines out of the total of compulsory credits:
 - 44/120 (37%);
- Credits pertaining to advanced disciplines out of the total of compulsory credits:
 - 62/120 (27%);
- Credits pertaining to synthesis disciplines out of the total of compulsory credits:
 - 58/120 (36%).

The weight in the Curriculum:**Total hours, including facultative disciplines = 844**

C compulsory / Total = 676 / 844 = 79%

D elective/ Total = 168/844 = 21%

Hours of lectures/seminar ratio = 1 / 0,88

The weight of practice in the Curriculum: 60 / 844 = 7,1%

Exams/colloquiums ratio = 13 Ex / 6 Cv,P = 1 / 0,5

V. FLEXIBILITATEA PROCESULUI EDUCAȚIONAL

The flexibility of the program of studies is ensured by the content of the disciplines in the Curriculum.

VI. EXAMENUL DE FINALIZARE STUDII ()

1. Comunicarea temei lucrării de : semestrul II;
2. Elaborarea lucrării de : 10 x 28 ore = 280 hours, semestrul III and IV;
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.	Macroeconomics and the global economic environment	I	8	4					4			
2.	Corporate Communication	I	7	1	1	1	1		1	1		1
3.	Regional development and networks	I	8		2		2	2	1	1		
4.	Quantitative methods for economics and business	I	7	1	1	1	1			2		1
5.	Corporate development: mergers and acquisitions	II	4	1	1			1		0,5		0,5
6.	Microeconomics for managers	II	6	1	1	1		1		1		1
7.	Business development strategies	II	6		2	2			2			
8.	Business Financing	II	6	1	1	1		1		1		1
9.	Data analysis	II	4	0,5	0,5	0,5	0,5			1		1
10.	Practice	II	4			0,5	0,5	0,5	0,5	0,5	1	0,5
11.	Marketing management	III	8	1	1		2		2	1	1	
12.	Sustainable development and corporate behaviour	III	7	3		4						
13.	Entrepreneurship and Regional Development	III	8	2	2			2		1		1
14.	Hospitality Management	III	8	2	2				2		2	
15.	Formation and implementation of entrepreneurial ventures	III	7	1	1	1		1		1	1	1
16.	Strategic Hospitality Marketing	III	7						4	1	2	
17.	Business Research Methods	IV	5	1	1			1		1		1
18.	CSR and Business Ethics	IV	7	1	1		1	1		1	1	1
19.	Business projects and games	IV	8	2	2	2			2			
20.	Entrepreneurial projects	IV	5	1	1			1		0,5	1	0,5
21.	Yield and revenue management in hospitality	IV	5	1			1			1	1	1
22.	Entrepreneurship and Business Planning	IV	5	1	1			1		1		1
23.	Trends in Tourism and Hospitality	IV	5	1			1			1	1	1

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 nr. 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"

Professional Competences / Level Descriptors of Professional Competences Structural Elements	C1. Collection, processing and analysis of the information regarding the interaction between business environment firm / organization	C2. Assistance for administration of the assembly activity of the firm/organization	C3. Administration of the activity of a department of the structure of the firm/organization	C4. Operating with the complex databases specific for business administration	C5. Elaboration and implementation of some complex projects using concepts and methods associated to systemic analysis synthesis and interpretation of processes in business administration and entrepreneurship	C6. Elaboration and implementation of some complex projects using concepts and methods associated to systemic analysis synthesis and interpretation of processes in business administration and tourism and hospitality
1. Thorough knowledge of an area of specialization and in its theoretical, methodological and practical developments specific to the program; appropriate use of specific language in communicating with different professional backgrounds	C1.1 Describing thoroughly the paradigms, concepts and economic theories regarding the influence of the external business environment on the firm/organization	C2.1 Describing thoroughly of the paradigms, concepts and economic theories associated to the firm/organization	C3.1 Identification of the economic implications associated to the operation and administration of a department of the firm/organization	C4.1 Description of the concepts, theories and methodologies for administration of databases specific to business administration	C5.1. Defining concepts and methods associated to systemic analysis, synthesis and interpretation of processes in business administration and entrepreneurship	C6.1. Defining concepts and methods associated to systemic analysis, management marketing, synthesis and interpretation of processes in business administration and tourism and hospitality
2. Using basic knowledge to explain and interpret various types of concepts, situations, processes, projects, etc. associated to the field	C1.2 Developing actual arguments for the explanation and interpretation of the influence exerted by the external business environment on the firm/organization	C2.2 Developing actual arguments for the explanation and interpretation of the relations between the entities of the firm/organization	C3.2 Explanation and interpretation of the economic and social implications associated to the operation and administration of the department of the firm/organization	C4.2 Thorough explanation and interpretation, both quantitative and qualitative, of the complex information extracted from databases, specific for business administration, entrepreneurship/tourism and hospitality	C5.2 Explaining and interpreting the theories and methodologies associated to projects, system analysis, synthesis and interpretation of processes in business administration and entrepreneurship	C6.2 Explaining and interpreting the theories and methodologies associated to projects, system analysis, management marketing, synthesis and interpretation of processes in business administration and tourism and hospitality
3. Using integrated conceptual and methodological apparatus under conditions of incomplete information, to solve new theoretical and practical problems	C1.3 Managing and using complex data bases for the analysis of the correlation exerted by the external business environment on the firm/organization	C2.3 Applying the adequate instruments to solve a problem concerning the relations between the departments of a firm/organization	C3.3 Applying the specific instruments for the analysis of the functioning of a department of the firm/organization	C4.3 Applying the appropriate instruments and procedures for the complex data analysis specific for business administration, entrepreneurship/tourism and hospitality	C5.3 Designing projects to improve management and work performances, by using systemic approach, analysis and interpretation of processes in business administration and entrepreneurship	C6.3 Designing projects to improve management, marketing and work performances, by using systemic approach, analysis and interpretation of processes in business administration and tourism and hospitality
4. Meaningful relevant use of assessment criteria and methods to enunciate valuable judgments and foster constructive decisions	C1.4 Critical constructive assessing and/or resolving of an issue concerning the economic correlation exerted by the external business environment on the firm/organization; argumentation for using a certain technique, taking into account the peculiarities of the business environment	C2.4 Critical constructive assessing and/or resolving of an issue concerning the operation of the firm/organization	C3.4 Critical constructive assessing and/or resolving of an issue concerning the operation and administration of a department of the firm/organization	C4.4 Critical-constructive evaluation of the instruments for complex data analysis, specific for business administration, entrepreneurship/tourism and hospitality	C5.4 Comparative evaluation of various projects, mechanism and scenarios in order to improve management and work performances in business administration and entrepreneurship	C6.4 Comparative evaluation of various projects, mechanism and scenarios in order to improve management and work performances in business administration and tourism and hospitality

5. Developing professional and / or projects innovatively using a broad range of quantitative and qualitative methods	C1.5 Designing decision systems based on advanced knowledge of scientific concepts and developing of a project investigating the economic influence exerted by the external business environment on the firm/organization	C2.5 Elaborating of an analysis concerning the relations with economic impact between the departments of the firm/organization	C3.5 Elaborating of a study regarding the operation and administration of a department of the firm/organization	C4.5 Elaborating a research project and developing a strategic vision based on the analysis of specific databases associated to the business administration, entrepreneurship/tourism and hospitality	C5.5 Implementation of projects that will improve management and work performances in business administration and entrepreneurship	C6.5 Implementation of projects that will improve management, marketing and work performances in business administration and tourism and hospitality
Minimum performance standards for competence assessment	Designing a SWOT analysis of the firm/organization in its interaction with the external business environment	Elaboration of a plan for functional and structural analysis of the firm/ organization	Projection of a research concerning the better operating of a department of the firm/organization	Selecting a dataset for resolving a business administration issue	Developing a project that will improve management and work performances in business administration, entrepreneurship/tourism and hospitality	Developing a project/marketing plan/business plan that will improve management, marketing and work performances in business administration and tourism and hospitality

Level Descriptors of the Transversal Competences	Transversal Competences	Minimal Standards of Performance for Competence Evaluation
6. Responsible execution of some complex professional duties, in conditions of autonomy and professional independence.	CT1. Achieving independently or with the group the complex tasks / objectives in developing and implementing international projects under time pressure, in conditions of uncertainty, risk and multiculturalism, and enforcement of norms and professional ethics and values for decision	Designing a scheme for solving a work problem in real time and taking up its implementation, complying with norms.
7. Assuming managing roles and activities specific to professional teams/groups or to different institutions.	CT2. Planning and organizing human resources within a group / an organization in terms of acceptance of diversity of opinion and culture, and of critical attitudes; their critically-constructive evaluation.	Presenting solutions to a views and / or cultural conflict within the team.
8. Self-assessment of the learning process, diagnosis of the formation need, reflexive analyse of ones own professional activity.	CT3. Assuming the need for continuous training to create prerequisites for career progression and adaptation of ones own professional, managerial and communicational skills to the dynamics of the national and international business environment.	Developing a personal plan for continuous training for professional, managerial and communication competence development.

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