

# PLAN DE ÎNVĂȚĂMÂNT

valabil începând cu anul universitar 2021-2022

## UNIVERSITATEA DIN ORADEA

### FACULTATEA DE ȘTIINȚE ECONOMICE

*Programul de studii universitare de masterat:* MANAGEMENT APROFUNDAT (ÎN LIMBA ENGLEZĂ) – ADVANCED MANAGEMENT

*Domeniul fundamental:* ȘTIINȚE SOCIALE

*Domeniul de masterat:* ȘTIINȚE ECONOMICE/MANAGEMENT

*Domeniul secundar de masterat:* MANAGEMENT

*Tipul masteratului:* Professional

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

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

Aprobat prin HS 34/23.04.2018  
Decan



## **1. MISIUNEA PROGRAMULUI DE STUDIU / SPECIALIZĂRII MANAGEMENT APROFUNDAT (ÎN LIMBA ENGLEZĂ)**

The mission of **ADVANCED MANAGEMENT master program** is to form, using educational and scientific research activities appropriate for the contemporary complex business environment, specialists in management, 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 MANAGEMENT APROFUNDAT (ÎN LIMBA ENGLEZĂ)**

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 at training specialists in management, who will be able to work in: business, non-profit organizations, public institutions and other organized social structures. Also, the graduates can become researchers in the field of *Management* or high school and university economics teachers.

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

- 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 to use modern methods and research techniques in the field of organizational management;
- 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;
- career promotion opportunities, after graduation to decision making positions;
- developing skills needed to ensure efficient allocation and using of resources.

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

- acquiring of theoretical concepts and modern techniques regarding management theory and practice that are necessary for solving the practical issues related to the managerial function;
- providing information in accordance with the requirements of working in the field of human resources management and organizational management;
- ensuring an interdisciplinary interface, focusing on professional development and creating a culture of quality;
- theoretical and practical training of students, at the level of the European and international market requirements in accordance with the exigencies and requirements of the employers;
- the use of scientific tools and specialized, updated information, which are necessary for the multidimensional and strategic approach of the organizations;
- acquiring a specific language in the field of management, developing the ethical and social responsibility spirit, the ability to adapt to changes in the society;
- developing the motivation for lifelong learning and the desire for 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 in decision making process. Applying the principles of leadership in the organizations.
2. Identification and application of management functions in order to achieve the organization's objectives. Developing operational summaries, complex reports and studies required for managing organization using ICT.
3. Designing and implementation of strategies and policies in: human resources management, supply chain management, services management, marketing management etc. Applying the basic knowledge necessary for functional and technical tasks in order to solve specific problems.
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. FINALITĂȚI**

Graduation Title: Master Degree in Economic Sciences

Qualification Title: ADVANCED MANAGEMENT

Qualification Code: RO/07/0413/041

**Possible jobs for the graduate with Master's Degree, according to Classification of Occupations in Romania ISCO 08 (COR):** Company Administrator- 242111; Specialist in organizational development - 242322; Quality Management Systems Manager - 242114; Operations/Product Manager- 241226; Product Manager- 243104; Project Manager - 242101; Human Resources Specialist - 242314; Counselor public administration - 242201; Human Resources Manager - 121207; Manager - 112029; Manager in the social economy- 112032; Company Manager - 112004; Company Deputy Manager - 112005; 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; 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; Aria Manager - 142008; Small Business Manager/Owner (endorser) in trade-142011; Cultural Organization Manager - 143105; Manager in tourism activity- 143908; Bank Manager- 241225; Manager improvement processes - 242108; HR (human resources) Consultant - 242317; Management Consultant - 263107.

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

Entrepreneur manager; Management Specialist (Planner, Organizer, Auditor).

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Tipul masteratului: **Professional**

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

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

Valabil din anul univ.

2021-2022

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					
	<b>OBLIGATORII IMPUSE</b>										
FSTE-0930	Organizational Management	DSI	2	1	-	-	42	Ex	7	133	
FSTE-0931	Innovation & Entrepreneurship	DSI	1	1	-	-	28	Ex	6	122	
FSTE-0947	E-Business	DCA	2	-	1	-	42	Ex	6	108	
FSTE-0932	Marketing Management	DCA	1	1	-	-	28	Ex	6	122	
FSTE-0933	Corporate Finance	DSI	1	1	-	-	28	Cv	5	97	
	<b>TOTAL</b>		<b>7</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>168</b>		<b>30</b>	<b>582</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	1	1	-	-	28	Ex	5	97	
FSTE-0934	Financial Diagnosis and Evaluation	DCA	1	1	-	-	28	Ex	5	97	
FSTE-0935	Market research and Marketing Strategy	DCA	1	1	-	-	28	Ex	5	97	
FSTE-0936	Modeling and Data Analysis	DSI	1	-	1	-	28	Vp	5	97	
FSTE-0941	Supply Chain Management	DCA	1	1	-	-	28	Ex	5	97	
FSTE-0943	Brand Management	DSI	1	1	-	-	28	Cv	4	72	
FSTE-0999	Ethics and integrity in scientific research	DSI	1	-	-	-	14	Cv	1	11	
	<b>TOTAL</b>		<b>7</b>	<b>5</b>	<b>1</b>	<b>-</b>	<b>182</b>		<b>30</b>	<b>568</b>	

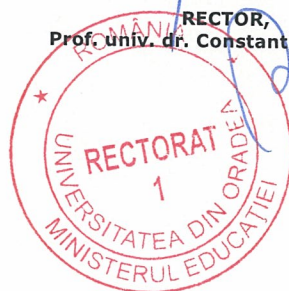
**Legendă:** C - Curs (pentru IFR - Coordonare studiu individual); S - Seminar; L - Lucrări practice (laborator); P - Proiect; SI - Studiu Individual;

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	1	-	-	42	Ex	7	133	
FSTE-0949	Customer Relationship Management	DCA	1	1	-	-	28	Ex	6	122	
FSTE-0939	Information Systems for Advanced Management	DSI	1	-	2	-	42	Vp	6	108	
FSTE-0942	Organizational Change Management	DCA	1	1	-	-	28	Ex	6	122	
	<b>TOTAL</b>		<b>5</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>140</b>		<b>25</b>	<b>485</b>	
	<b>OBLIGATORII OPȚIONALE</b>										
FSTE-0940	Sales Management	DCA	1	1	-	-	28	Cv	5	97	
FSTE-0950	Risk Management	DCA	1	1	-	-	28	Cv	5	97	
FSTE-0981	Project Management	DCA	1	1	-	-	28	Cv	5	97	
	<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>28</b>		<b>5</b>	<b>97</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-0983	Scientific Research	DSI	1	2	-	-	27	Cv	10	223	
FSTE-0982	Practical stage	DSI	-	-	-	-	90	Cv	3	0	
FSTE-0984	Stage for elaboration of dissertation	DSI	-	-	-	-	33	Cv	10	217	
	<b>TOTAL</b>		<b>1</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>150</b>		<b>23</b>	<b>440</b>	
	<b>OBLIGATORII OPȚIONALE</b>										
FSTE-0945	Business Ethics and Social Responsibility	DSI	1	1	-	-	18	Ex	7	157	
FSTE-0946	Cross cultural management	DSI	1	1	-	-	18	Ex	7	157	
	<b>TOTAL</b>		<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>18</b>		<b>7</b>	<b>157</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



DECAN,  
Prof.univ.dr.hab. Alina Daciana BĂDULESCU



**UNIVERSITATEA DIN ORADEA****FACULTATEA DE ȘTIINȚE ECONOMICE****Ciclul de studii universitare de masterat**Programul de studii universitare de masterat: **MANAGEMENT APROFUNDAT (ÎN LIMBA ENGLEZĂ) –****ADVANCED MANAGEMENT**Domeniul fundamental: **ȘTIINȚE SOCIALE**Domeniul de masterat: **ȘTIINȚE ECONOMICE/MANAGEMENT**Domeniul secundar de masterat: **MANAGEMENT**Tipul masteratului: **Professional**Durata studiilor / nr. de credite: **4 semestre/120 credite**Forma de învățământ: **Învățământ cu frecvență (IF)**

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**I. CERINȚE PENTRU OBTINEREA DIPLOMEI DE****Număr credite alocate, conform legislației: 120**

1. 108 credite pentru disciplinele obligatorii impuse;
2. 12 credite pentru disciplinele obligatorii opționale;
3. 3 credite la practică incluse în numărul celor alocate disciplinelor obligatorii de la pct.1 și pct.2;
4. 10 credite pentru stagiu pentru elaborarea lucrării de disertație (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	-	3	1	10
Anul II	14	14	3	1	3	1	2	3	3	1	10

**III. NUMĂRUL ORELOR LA DISCIPLINELE OBLIGATORII (IMPUSE ȘI OPȚIONALE): 686**

ANUL	SEMESTRUL I	SEMESTRUL II
Anul I	12	13
Anul II	12	12

No	Disciplines	Number of hours		Total		RAQAHE/ARACIS Standard
		year I	year II	hours	%	
1.	Compulsory	350	290	640	93,3	-
2.	Elective	-	46	46	6,7	-
TOTAL		350	336	686	100	100

No	Disciplines	Number of hours		Total		RAQAHE/ARACIS Standard
		year I	year II	hours	%	
1.	Advanced	154	84	238	34,7	-
2.	Synthesis	196	252	448	65,3	-
TOTAL		350	336	686	100	100

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

**Total number of hours: 686**

of which:

- Total number of course hours: 312

- Total number of applications: 374

-Compulsory disciplines (weight in total of disciplines): 90,5%

- Elective disciplines (weight in total of disciplines): 9,5%

- Advanced Knowledge Discipline Compulsory disciplines (weight in total of disciplines): 38,1%

- Synthesis Compulsory disciplines (weight in total of disciplines): 61,9%

- Hours allotted to compulsory disciplines (% of total): 93,3%

- Hours allotted to elective disciplines (% of total): 6,7%

- Hours allotted to Advanced Knowledge Discipline(% of total): 34,7%

- Hours allotted to Synthesis Discipline (% of total): 65,3%

- The total ratio of hours of course/total hours of applications: 1/1,19

**Total number of credits: 120**

- Credits pertaining to Advanced Knowledge Discipline (AKD) of the total of compulsory credits:44

- Credits pertaining to Synthesis Discipline (SD) of the total of compulsory credits: 76

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

**Total hours =686**

Compulsory disciplines / Total = 640 / 686 = 93,3%

Hours of courses/ applications ratio = 312 / 374 = 1/1,19

The weight of Practical stage in the Curriculum: 90 / 686 = 13,1%

Exams/Colloquiums ratio = 12 Ex / 9 Cv,Vp. 57,1%Ex /42,9% Cv,Vp.

#### **V. FLEXIBILITATEA PROCESULUI EDUCAŢIONAL**

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 (DISERTAŢIE)**

1. Comunicarea temei lucrării de : semestrul II;
2. Elaborarea lucrării de : 60 ore, semestrul IV;
3. Susţinerea lucrării de : luna iulie/septembrie.

#### **VII. UN PUNCT DE CREDIT NECESITĂ UN TOTAL DE 25 ORE/SEMESTRU DE ACTIVITATE DIDACTICĂ ŞI 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	2		3				1		
5.	Corporate Finance	I	5	1	1		1	2				
6.	Strategic Management	II	5			3	1	1				
7.	Financial Diagnosis and Evaluation	II	5	1	1		1	2				
8.	Market research and Marketing Strategy	II	5	1	1	1		1		1		
9.	Modeling and Data Analysis	II	5		3					2		
10.	Supply Chain Management	II	5		1		1	2				1
11.	Brand Management	II	4		1		2	1				
12.	Ethics and integrity in scientific research	II	1								1	
13.	Management of human resources: strategies and policies	III	7	2		5						
14.	Customer Relationship Management	III	6	1		1		3				1
15.	Information Systems for Advanced Management	III	6	2	3		1					
16.	Organizational Change Management	III	6		2	1		2	1			
17.	Sales Management	III	5			3				1		1
18.	Risk Management	III	5	2	1	2						
19.	Project Management	III	5	2			2			1		
20.	Scientific Research	IV	10	2	1	1	2	2		1		1
21.	Practical stage	IV	3							1	1	1
22.	Stage for elaboration of dissertation	IV	10		2		3			3	2	
23.	Business Ethics and Social Responsibility	IV	7	2		2		2			1	
24.	Cross cultural management	IV	7	2		2		2			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"**

<p><b>Qualification Title:</b> <b>ADVANCED MANAGEMENT</b></p> <p><b>Level of the qualification:</b><b>MASTER</b></p>	<p>The possible jobs according to the COR: Company Administrator- 242111; Specialist in organizational development - 242322; Quality Management Systems Manager 242114; Operations/Product Manager- 241226; Product Manager- 243104; Project Manager - 242101; Human Resources Specialist - 242314; Counselor public administration - 242201; Human Resources Manager - 121207; Manager - 112029; Manager in the social economy- 112032; Company Manager - 112004; Company Deputy Manager - 112005; 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; 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; Aria Manager - 142008; Small Business Manager/Owner (endorser) in trade-142011; Cultural Organization Manager - 143105; Manager in tourism activity- 143908; Bank Manager- 241225; Manager improvement processes. 242108; HR (human resources) Consultant - 242317; Management Consultant 263107.</p> <p>New jobs proposed to be included in COR:</p> <p>Entrepreneur manager; Assistant manager with higher education; Management Specialist (Planner, Organizer, Auditor).</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>The thorough analysis, synthesis and use of economic information in decision making process.</p> <p>Applying the principles of leadership in the organizations.</p> <p>2.</p>	<p><b>C2</b></p> <p>Identification and application of management functions in order to achieve the organization s objectives. Developing operational summaries, complex reports and studies required for managing organization using ICT.</p>	<p><b>C3</b></p> <p>Designing and implementation of strategies and policies in: human resources management, supply chain management, services management, marketing management etc. Applying the basic knowledge necessary for functional and technical tasks in order to solve specific problems.</p>	<p><b>C4</b></p> <p>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</p>	<p><b>C5</b></p> <p>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</p>
<p><b>KNOWLEDGE</b></p>					

1. In-depth knowledge of an area of specialization and, within it, of the theoretical, methodological and practical developments specific to the program; the proper use of specific language in communicating with different professional backgrounds	C1.1 Defining concepts, methods, techniques and instruments of collection, use, processing, analysis and synthesis of information and of knowledge in management process to substantiate decisions	C2.1 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.	C3.1 Defining concepts, theories and methodologies associate to planning in human resource management field, supply chain management, management of services, marketing - management activities, etc.	C4.1. Defining concepts, theories and methodologies associate to projects, systematic analysis, synthesis and interpretation of economic and social processes	C5.1 Identifying and defining the concepts, theories methods and instruments used in diagnosing internal and external environmentof the organization, effective networking with different types of institutions and organizations in the socio-economic environment
2. Using specialized knowledge for explanation and interpretation of new situations in a broader context associated with domain	C1.2 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 process to substantiate decisions	C2.2 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	C3.2 Explanation, interpretation of contents and assessing the need to use planning tools in human resource management field, supply chain management, management of services, marketing - management activities, etc.	C4.2 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	C5.2 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
<b>ABILITIES</b>					

3. Integrated use of concepts and methodologies in conditions of incomplete information, to solve new theoretical and practical problems	<p>C1.3</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 process to substantiate decisions.</p>	<p>C2.3</p> <p>The use of information and communication technology, managerial simulation applications necessary for the organization management</p>	<p>C3.3</p> <p>The use of methods, techniques and innovative tools for planning of activities in human resource management field, supply chain management, management of services, marketing - management activities, etc.</p>	<p>C4.3</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>C5.3</p> <p>Addressing issues specific to communicating and developing relationships between managers and organizations with third parties by using modern communication methods and tools</p>
4. Nuanced use of the assessment criteria and methods both for formulating value judgments and substantiating constructive decisions	<p>C1.4</p> <p>Comparative analysis of methods, techniques, tools and procedures for the collection, use, processing and analysis of information and knowledge in the management process to substantiate decisions.</p>	<p>C2.4</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>C3.4</p> <p>Comparative evaluation of efficiency and effectiveness of methods, techniques and tools for planning strategies, policies and plans in human resource management field, supply chain management, management of services, marketing - management activities, etc.</p>	<p>C4.4</p> <p>Comparative evaluation of various projects, mechanisms and scenarios to improve the management, work and organizational performance</p>	<p>C5.4</p> <p>Critical evaluation of content of some projects / programs for communication and networking of organizations with third parties</p>
5. Elaboration of professional projects and/or research projects, by using in an innovative way of a broad range of qualitative and quantitative methods.	<p>C1.5</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>C2.5</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>C3.5</p> <p>Designing and implementation of a set of measures contained in strategies, policies, plans, rules and procedures for a problem or situation in HRM field, supply chain management, management of services, marketing - management activities, etc.</p>	<p>C4.5</p> <p>Implementation of projects to improve the management, work and organizational performance using methodology and tools for managerial intervention</p>	<p>C5.5</p> <p>Designing and implementing of a program regarding the managerial communication and networking with key stakeholders of the organization.</p>

<i>Minimum performance standards for competence assessment</i>	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 HRM field, supply chain management, management of services, marketing - management activities, etc.	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.
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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 routes 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 the rules of professional ethics

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