

Transilvania University of Braşov, Romania

Study program: Management and Business Strategies

Faculty: Economic Sciences and Business Administration

Study period: 2 years (master)

1st Year

Mandatory courses description

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economic Forecast Methods	SE.DF.I.01.01	6	2	1	-	-

Course description (Syllabus): Classification of projections. Presentations of forecasts. Selection criteria for prediction methods. Probabilistic forecasting - estimating the distribution of future value The analysis of value indicators. Nominal and real indicators Time series seasonality analysis and measurement. Forecasting the time series with seasonality. Analysis of cyclical oscillations. Decomposition method for analysing and forecasting complex time series, having seasonality and cyclicity. Autocorrelation and stationarity. Autocorrelation function. Testing the stationarity Evolutionary behaviour analysis: non-stationary series, stationary series. Types of tendency Box-Jenkins methodology. Stationary random processes. Homogeneous non-stationary processes Partial autocorrelation function. Studying the correlograms. Specification of ARIMA models Exponential smoothing methods. Constant level models. Models with linear trend. Models with nonlinear trend: damped models, exponential models (SPSS) Exponential smoothing models with seasonality (SPSS)

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Managerial Accounting	SE.DF.I.01.02	6	2	1	-	-

Course description (Syllabus): Considerations on managerial accounting objectives. Budgeting and budgetary control. Complete costs methodology. Cost components methodology calculation. Cost calculation in the context of current issues in production.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Financial Business Strategies	SE.DF.I.01.01	7	2	2	-	-

Course description (Syllabus): Financial markets – a managerial perspective; The general framework for the development of the financial strategy; Financial analysis of the company's performances; Adding value through the company's investment strategies; Strategies for financing the company's business; Sustainable development of operational activity; Reward the investors.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
e-Business	SE.DC.I.01.04	6	2	1	-	-

Course description (Syllabus): Internet as workplace tool; Basic servers on Internet; Electronic commerce on Internet; E-Business; Business idea on Internet. Business Model Canvas; E-Government; Customer Relationship Management; Services quality – web design; Marketing strategies on Internet; Intranet, extranet. Content management applications. Portals.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Law	SE.DC.I.01.05	5	1	1	-	-

Course description (Syllabus): Commercial companies: concepts and classification; Constitutive Act of the company. Terms of substance and form. Content; Limited liability companies; Corporations; Companies insolvency; Publicly listed companies; European companies.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Risk Management	SE.DS.I.02.01	7	2	1	-	-

Course description (Syllabus): Organization, business, manager; Business risk. Introductory notes; Mathematical modeling of uncertainty in business; Mathematical modeling of business risk; Profitability and risk of a business; Risk analysis at company level: operating risk, profit risk, bankruptcy risk and commercial risk; Risk management in the company of the future; Managers' behavior under risk; Adopting managerial decisions in conditions of certainty, risk and uncertainty; The economic crisis, a major risk situation with an impact on the economies of the states; Global risks and threats.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Research methods in management	SE.DS.I.02.02	7	2	-	-	1

Course description (Syllabus): Introduction: truth and creativity in doing business; The research – systematic process of collecting, analysing and presenting information/results; Scientific research in management: forms and tools; Methodology research and implementation; Presenting research results; Scientific research ethic and deontology.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Ethics and Academic Integrity	SE.DS.I.02.03	5	1	1	-	-

Course description (Syllabus): Ethics, integrity, legality; Ethical norms regarding academic integrity; The current legal framework of the field of ethics and academic integrity at European, national and local level; Copyright, a central element of intellectual property law; The Internet and resources of a scientific and documentary nature. Ethical and legal limitations; Ethical responsibility and responsibility in the research activity; Responsibility and responsibility of a legal nature in the research activity

Optional courses description

Route A:

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Company Valuation	SE.DS.A.02.04	7	2	-	-	1

Course description (Syllabus): Value and price; Valuation standards; Company diagnosis; Assets and debts valuation; Valuation approaches; Choosing the best valuation method.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Customer Relationship Management	SE.DS.A.02.05	4	1	2	-	

Course description (Syllabus): Introduction to Customer Relationship Management (CRM); building customer relationships; customer loyalty and its effect on the company's activity; special relationships that can be established with customers; ensuring and monitoring customer satisfaction; indicators for measuring customer satisfaction; process of implementing the customer relations management system.

Route B:

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Project Management	SE.DS.A.02.06	7	2	-	-	1

Course description (Syllabus): Introduction: projects and project management – basic knowledge; project life cycle; project objectives; project breakdown (WBS, ABS, OBS, RBS); project time management; project cost management; project organization; project risks.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication	SE.DC.A.02.07	4	1	2	-	-

Course description (Syllabus): Communication process; managerial communication; verbal business communication; written business communication; non-verbal business communication; group communication; psychology of communication – transactional analysis items.

2nd Year

Mandatory courses description

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Entrepreneurship and Business Strategies	SE.DS.I.03.01	7	2	1	-	-

Course description (Syllabus): Analysis of the internal business environment; Organizational vision, mission and leadership as part of strategic management; Analysis of the external business environment; Competitive advantage; Business strategies and the process of developing strategies; Strategic decision; Generic business strategies, cost leader strategy, differentiation strategy; Entrepreneurial strategic management and innovation strategies. Strategic management of SMEs; Business approach - partners, customers; Small businesses; The characteristics of a small business - fundamental concepts; Entrepreneur and innovation; The corporate strategy and the corporate brand; Construction of the employer brand as part of the corporate strategy; Strategic knowledge management in corporate strategy.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Sustainable Development Management	SE.DC.A.03.02	7	1	1	-	-

Course description (Syllabus): Sustainable development concept and dimensions; Sustainability stewardship; sustainable development indicators; Public management and sustainable development management; Sustainable business; Environmental policy and the promotion of sustainable development management; ISO 14000 standards for environmental management; Change attitudes towards sustainable development process; Evaluation of regional development potential condition of sustainable development.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Total Quality Management	SE.DS.I.03.03	7	1	1	-	-

Course description (Syllabus): **Introduction;** Quality management systems - basic notions, ISO 9000 standards; Quality culture; Total Quality Management: basic concepts; Costs of quality; Achieving business excellence; Process improvements: methods and techniques; Evaluation of the quality management system's maturity/performances: tools and methods.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Internship (84 hours)	SE.DS.I.03.04	3	-	-	-	6

Project description (Syllabus): Description of the entity subject to the research study; Overview and activity indicators; Establishing the research topic and drawing up a research plan; Structuring the documentary material and presenting

it; Research of bibliographic sources; Drawing up the drafting plan of the paper; Writing the paper (8 - 10 pages, focused on 1-2 particular problems of the internship organization).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Knowledge Management	SE.DS.I.04.01	5	2	1	-	-

Course description (Syllabus): Knowledge Management – an overview; Basic concepts in KM; KM dimensions and systems – contributions and limitations; Common practices in KM; Strategic perspectives on KM Role of organizational culture in KM; Success experiences.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
European Projects Management	SE.DS.I.04.02	5	1	-	-	2

Course description (Syllabus): U.E. and the funding policy; Regional Operational Programmes; Operational Programme Increase of Economic Competitiveness; National Programme of Rural Development; European Social Fund; Financing Documentation (funding guide, application, budget, annexes); Project Management (communication with the management authorities, Gantt chart, budgeting activities, reports, requests for reimbursement).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Scientific Research Project	SE.DS.I.04.03	10	-	-	-	4

Course description (Syllabus): The discipline "Scientific Research Project" has the following objectives: to familiarize students with the substantive requirements to achieve a scientific research project; training and development skills to design projects and graduate research; providing advice during the development of graduate research project. Master students will be able to perform comparative studies and research in management, to apply the correct references and to make original, applied, innovative and interdisciplinary projects.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Preparation of Dissertation Thesis	SE.DS.I.04.04	10	-	-	-	4

Course description (Syllabus): The discipline "Preparation of dissertation thesis" has the following objectives: to get master students accustomed with the essential issues of the dissertation thesis; to train and develop graduate skills of developing projects; to assist students in using right methods, techniques and models of analysis necessary to address the chosen theme; to help students in substantiation of conclusions and proposals specific to each topic; to guide students to identify innovative solutions to solve the proposed thesis theme.

Optional courses description:

Route A :

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Marketing Management	SE.DS.I.03.05	6	1	1	-	-

Course description (Syllabus): Defining the concept of strategic marketing analysis; Analysis of strategic situation; External environment analysis; Internal environment analysis; Mission and objectives of the company; Strategic marketing mix; Product/services strategies; Price and tariff strategies; Distribution strategies; Promotion and communication strategies.

Route B :

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
International Businesses	SE.DC.A.03.06	6	1	1	-	-

Course description (Syllabus): Globalization and international competitiveness; global view on international trade; macro- and microenvironment analysis; external markets selection criteria; strategies for business internationalization; forms of foreign market penetration; conducting international trade; national policies to boost exports; international marketing mix; international branding elements; classification of FDI; incentives for foreign direct investments; the effects of transnational companies; national policies to attract FDI.