

Transilvania University of Braşov, Romania

Study program: Management

Faculty:	Economics Science and Business Administration
Study period:	3 years (bachelor)
Academic year structure:	2 semesters (14 weeks per semester)
Examination sessions (two):	winter session (January/February) summer session (June)

1st Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economics	ECN1	5	2	2		

Course description (Syllabus): The principles of economics. The market forces of supply and demand. Elasticity. Consumers' behaviour. Producers' behaviour. The cost of production. The efficiency of markets. Externalities, public goods and common resources. The tax system. Firms in competitive markets, monopoly, oligopoly and monopolistic competition. Earnings and Discrimination. Major topics of study in macroeconomics; Measuring GDP and economic growth; Economic cycles, jobs, and the price level; Aggregate supply and aggregate demand; Labour market; The economy at full employment: the classical model; Money, interest, real GDP and price level, inflation; The business cycles and unemployment: the Phillips curve; Expenditure multipliers: the Keynesian model.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Applied Mathematics In Economics	MAE1	5	2	2		

Course description (Syllabus): Simple interest. Equivalent operation in simple interest regime. Compound interest; Percentage and risk placement. Devaluation; Discount operations. Simple discount; Compound discount. Equivalent operations in discount regime; Deferred payments. Annuities, Perpetuities; Special annuities; Repayment. Tables for reimbursement; Amortization of loans. The real interest rate; Elements of theory of insurance; Life annuities, Life insurance.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economic Informatics Basis	INF1	5	2		2	

Course description (Syllabus): Information, entropy, information system; Algorithms; Organization of economic data in files; Personal computer architecture; Cloud computing; Artificial intelligence.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Law	DRA1	3	2	1		

Course description (Syllabus): Civil law and commercial law. General notions; Civil juridical norm and commercial law juridical norm; The normative acts on consumer protection; Application of law; Interpretation of law; Structure of the juridical relation between the economic operator and the consumer; Notion and classification of the civil juridical act and the commercial juridical act; Conditions of the juridical act concluded between the economic operator and the consumer; Administrative law issues related public authorities with responsibilities on consumer juridical protection; The legislation regarding the protection of the banking services consumers.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
General Management	MNG1	5	2	2		

Course description (Syllabus): The concept of management. Trends in management. Managers; Organization and management; the environment of the organization; stakeholders; Organizational culture; Ethics in management and organization social responsibility; Managerial planning; Strategic planning; Management decisions; Substantiating decisions; Organization and organization structures; Human resources management; Communication and working relationships; Information systems; Coaching. Conflict resolution; Leadership; Management control.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication and Negotiation	CNA1	4	2	2		

Course description (Syllabus): Business Communication and Negotiation – basic principles, Types of communication, Instruments for communication, Social and public image, Creative writing, Negotiation techniques for business purpose.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - English 1	LEN1	2	1	1		

Course description (Syllabus): Introduction in English for economics. Microeconomics. Macroeconomics. Markets. Accounting. Taxation. Taxes and fees. Commerce. E-commerce. Work environment.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - French 1	LFR1	2	1	1		

Course description (Syllabus): A l'agence de tourisme/ Le verbe I. Les médias/ Le verbe II. Les loisirs/ Le pronom I. La famille/ Le pronom II. Jouer, c'est l'aventure/ Les indéfinis I. Les emblèmes et les symboles de la France / Les indéfinis II. Le CV et la lettre de candidature/ L'adjectif.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Basis of Accounting	BCO2	5	2	2		

Course description (Syllabus): Accounting – general considerations; The balance sheet; The profit and loss account; Depreciation of non-current assets; The account; Basic financial-accounting documents; Valuation of inventories; The trial balance; Accounting transactions.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Marketing	MKT2	4	2	1		

Course description (Syllabus): Course description (Syllabus): General marketing concepts; Marketing microenvironment; Marketing macroenvironment; The market and its characteristics; Product policy; Price policy; Distribution policy; Promotion policy; The extensive marketing mix; The marketing programs.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Database	BDT2	5	2		2	

Course description (Syllabus): Databases- General concepts; Database management system (DBMS); functional architecture; Database models; the E-A model; Databases and data banks. Relational Databases- Concepts used in relational databases; Database security and integrity; Querying relational databases; Relational algebra; SQL language; Applications; Post-Relational Databases- Multidimensional databases; Fuzzy relational databases; Normalization Of Relations- Functional dependencies; Normal forms: 1NF, 2NF, 3NF, and Boyce-Codd Normal Form (BCNF); Economic

Applications.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Statistics	STA2	5	2	2		

Course description (Syllabus): Statistics – a tool for understanding economic phenomena and processes; Statistical observation; Primary processing of statistical data; Presentation of statistical data; Statistical indicators; Analysis of unidimensional distribution series; Variation indicators; Analysis of time series; Adjustment of time series; Analytical (parametric) methods for measuring and analyzing statistical relationships; Index method; Aggregate indices and weighting systems for constructing group indices; Survey research; Common types of surveys in statistical practice.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Organizational Behaviour	COR2	5	2	2		

Course description (Syllabus): Organizational Behaviour - basic principles, Personality and motivation related to organizational behaviour, Individual and group behaviour. Organizational culture.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Ethics and Academic Integrity	EIA2	3	1	1		

Course description (Syllabus): Principles Of Academic Writing – Academic responsibilities and rights; Conceptual delimitations; Regulation of academic ethics; The concept of academic writing; The preliminary stage of writing a scientific research paper; General principles of academic writing; Plagiarism – Definition of plagiarism and countermeasures; Plagiarism and violation of copyright; Why students are tempted to plagiarize. Typology Of Scientific Papers – The report; The review; The essay; The bachelor's thesis; The dissertation; The doctoral thesis. Structure Of A Research Paper – Title; Abstract; Introduction; Methodology; Results; Discussion of results; Conclusions; Bibliography. Citing Bibliographic Sources – Introduction: citation styles; Chicago style; Harvard style. Academic Self-Presentation Writing: The Motivation/Intent Letter And The Academic Cv – Writing a letter of intent for applying to a university study program; Letter of intent for applying to a master's program in the economic field – sample; Creating an academic CV. The Scientific Poster And Oral Scientific Presentation – General overview; Suggestions for creating a high-quality scientific poster; Concepts of scientometrics; Measuring a researcher's impact: the Hirsch Index (h-index); Citation analysis; The impact factor of an academic journal.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - English 2	LEN2	2	1	1		

Course description (Syllabus): Introduction in English for economics. Microeconomics. Macroeconomics. Markets. Accounting. Taxation. Taxes and fees. Commerce. E-commerce. Work environment.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - French 2	LFR2	2	1	1		

Course description (Syllabus): A l'agence de tourisme/ Le verbe I. Les medias/ Le verbe II. Les loisirs/ Le pronom I. La famille/ Le pronom II. Jouer, c'est l'aventure/ Les indefinis I. Les emblemes et les symboles de la France / Les indefinis II. Le CV et la lettre de candidature/ L'adjectif.

2nd Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Finances	FIN3	4	2	2		

Course description (Syllabus): The Financial System; Public Goods; The System of Public Expenditures; The System of Public Revenues; Tax Evasion and International Double Taxation; Content of the Financial Management of the Firm; Long-Term Financial Management; Long-Term Investment Decisions.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Ethics	ETA3	4	1	1		

Course description (Syllabus): Elements of business ethics; Interactions between ethical norms and legal norms; Explanation of different types of economic operators and elements of social responsibility; Ethical, legal, and economic approach to consumer protection; Ethical, legal, and economic approach to environmental protection; Ethical, legal, and economic approach to employee protection; Creation of a code of ethics.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Logistics	LOG3	5	2	2		

Course description (Syllabus): Introduction to logistics; The content and components of logistics; The relationship between logistics and marketing; Goods transportation; Goods transport management; Purchasing of goods; Goods inventory; Goods warehousing; Organization of logistics activities.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Small Business Management	MNA3	5	2	2		

Course description (Syllabus): Introduction. Basic concepts regarding of small business. Small business development. Characteristics, roles and typology of entrepreneurs. Forms of organizing small businesses. Small and medium enterprises. The defining features of small business management. Managerial functions and principles in small and medium-sized enterprises. Starting a business by developing your own concept. Acquisition of an existing business. Developing a franchise business. The vision, mission, objectives and strategies of the small business. Risk in small business practice. Business ethics.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Operations Management	MNO3	5	2	2		

Course description (Syllabus): The concept of operations management; Operational production strategy; Production planning; Development of operational production schedules; Organization of production; Production coordination; Launch into manufacturing; Methods used in operational management; Control and monitoring of production processes; Performance indicators in operational management.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Management Accounting	CGE3	4	2	2		

Course description (Syllabus): The goal, functions and role of cost management; Modelling cost and its implications over cost management decision making; The basic models in cost management; Cost calculation and cost management procedures; Integrated costs methodology.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Financial Accounting	COF3	4	2	2		

Course description (Syllabus): Accounting standardization. The accounting of equity. The accounting of fixed assets. The accounting of inventories. Current liabilities and payroll accounting. Notes and accounts receivable. Financial statements and reporting.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication in English 3	CAE3	2	1	1		

Course description (Syllabus): Labour, trade, and human behaviour. Economic indicators: gross domestic product, employment data; retail sales, industrial production; consumer price index. Capitalism. Capitalism alternatives. Wealth management. Budgeting and saving. Banking. Credit cards. Retirement planning. Insurances. Expenditures and debts. Personal finances.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication in French 3	CAF3	2	1	1		

Course description (Syllabus): Les enchères internationales/ L'expression du but. Le tourisme/ L'expression de la cause. Les assurances/ L'expression de la conséquence. L'entreprise industrielle/ L'expression de la condition. Les documents commerciaux/ L'expression de la comparaison. Les transports/ L'expression du temps. L'expédition des marchandises/ L'expression de l'opposition.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Econometrics	ECM4	5	2	1		

Course description (Syllabus): Introduction to the study of econometrics; The method of least squares; The use of regression analysis; The classical regression model; Hypothesis testing and statistical inference; Specification: choosing independent variables; Specification: choosing the functional form; Multicollinearity; Serial correlation; Heteroscedasticity; Lagged variable models; Time series models; Dynamic models; Dummy dependent variables.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Financial Management	MNF4	5	2	2		

Course description (Syllabus): Financial management: evolution; objectives; The decision-making environment of financial management; Basic financial concepts; Financial analysis – the basis of financial management; Financial decisions under certainty; Financial decisions under risk and uncertainty; Risk and firm value; Working capital management; Long-term financing strategies; Dynamic strategies for increasing firm value.\

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Quality Management	MNC4	5	2	2		

Course description (Syllabus): Introduction to quality concepts; Fundamentals of quality management: evolution, functions, and basic principles; International standards for QMS; Quality planning; Quality improvement: methods and techniques; Process-based approach; Quality management system documents; Audit and certification of the quality management system.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Production Management	MNP4	4	2	1		

Course description (Syllabus): Introduction to production management; Functional architectures of firms; Typology of industrial production; Production capacity; Calculation of production capacity sizing and production areas; Production planning and scheduling; Technological preparation of production; Management of core and auxiliary production; Operational management of industrial production; Scheduling, launching, monitoring, controlling, and adjusting production programs; Modern production management systems; SMED, MRP; Elements of logistics management; Implementation of logistics systems; Performance indicators in production management;

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Internship	PRA4	4				7

Course description (Syllabus): Objectives: application of basic and specialized knowledge, getting acquainted with the activity within a public or private organization, performing defined tasks from the current activity of the organization, elaboration of a paper (project) in which to describe and analyze a part of the organization's activity.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Sociology	SOC4	4	2	2		

Course description (Syllabus): Sociology, the science of society; The individual and individual behavior; Social groups and social interaction; Stratification and class structure; Collective behavior and social movements; The organization; Motivation, satisfaction, and work performance; Normality, conformity, and social deviance; The Conflict; Prediction and attribution; Perverse effects and social order; Global changes and the ecological crisis.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Ecotechnology	ECT4	4	2	2		

Course description (Syllabus): Industrial Revolution. Towards Industry 5.0; Technology. Definitions, brief history, role, fields and types of technologies; Ecotechnology. Basic concepts and principles. Advantages and disadvantages. Future trends; Sustainable development and eco-industries; Eco-enterprise. Architecture models of eco-enterprise; Eco-technological process; Environmental pollution and risks; Soil remediation technologies; Water remediation technologies; Air remediation technologies; Eco-technology in the digital age. Environmental impact; Eco-efficiency and performance of eco-enterprise; Sustainable management and pollution risk assessment; Sustainable strategies and policies.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication in English 4	CAE4	2	1	1		

Course description (Syllabus): Business etiquette. Upward communication. Downward communication / Managerial communication. Lateral communication / Technical communication. Web-based communication. Telephone meetings. Video conferencing. Face-to-face meetings. Reports and official documents. Presentations. Surveys. Customer management activities. Employee turnover / Low employee engagement. Communication tool and methods.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication in French 4	CAF4	2	1	1		

Course description (Syllabus): Les négociations. Généralités sur la correspondance commerciale. Le courrier de l'entreprise. La commande. Le contrat d'achat-vente. Les clauses contractuelles. Conditionnement, emballage et marquage.

3rd Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Human Resources Management	MRU5	5	2	2		

Course description (Syllabus): Human resources management - basic principles; Organisational structures design; Leadership in organisations; Motivation theory; Payment systems; Strategic human resources management; Industrial relationship management; Stress management; Communication management; Economical appraisal of the human resources performances.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Strategic Management	MNS5	5	2	2		

Course description (Syllabus): Analysis of the strategy development context: internal environment, external environment, competitive environment; Strategic alternatives at the business level; Strategic alternatives at the organizational level; Strategy implementation.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Investments Management	MNI5	5	2	2		

Course description (Syllabus): Investments and their role in the economy; Economic efficiency – an essential element of investment decisions; Optimization of the use of investment resources; Feasibility study; Optimal sizing of investment objectives and selection of optimal location; Importance and necessity of quantifying the influence of the time factor; Development of investment projects in the view of the International Bank for Reconstruction and Development; Investments and the financial market.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Services Management	MSV5	5	2	2		

Course description (Syllabus): Introduction. Basic concepts: management / services. Servuction. Service management principles. The role, tasks and responsibilities of a services organization manager. Planning services. Mission, objectives and strategies of a services organizations. Human Resource Management. The role of staff in service firms. Particularities of human resource management in services organizations. Communication Management in services organizations. Customer Relationship Management (CRM) in services organizations. Quality management services. Models for assessing the quality of services. Services and sustainable development. Moral development stages of a services organizations.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economic Process Modeling	MOD5	5	2		2	

Course description (Syllabus): Introduction to decision modelling; Economic models solved by linear programming; Modeling single-criteria decisions; Modeling multi-criteria decisions; Models in optimal inventory management; Modeling decisions with fuzzy sets.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Company Economics	ECI5	5	2	2		

Course description (Syllabus): The organizational environment of the firm; Entrepreneurship, small business and franchising; Leadership power communications; Internal organization of the firm; Production management; Marketing; Quality management; Computers in business; Social responsibility; Future trends in business management.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Audit	AUD5	5	2	2		

Course description (Syllabus): General considerations regarding the audit concept; Internal audit; Internal audit missions; Relationship between internal audit and external audit; Relationship between internal audit and internal control; Attributes of internal audit; Internal audit in Romania; Stages of conducting internal audit; Aspects regarding the methodology for conducting assurance missions; I. Preparation of the internal audit mission; Aspects regarding the methodology for conducting assurance missions; II. On-site intervention; Aspects regarding the methodology for conducting assurance missions; III. Reporting of internal audit activity; IV. Follow-up of recommendations; The internal audit report; Principles of drafting; Form and applicable norms; Planning the internal audit mission; Internal audit standards; Financial audit; Audit services; International Standards on Auditing; Conducting a financial audit mission; Opinion and structure of the financial audit report; Representative documents for financial audit.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Comparative Management	MC06	5	2	2		

Course description (Syllabus): Theoretical approaches in Comparative Management; The main schools and models in Comparative Management; The international transfer of know-how in management; The Comparative Management methodology; The Japanese Management; The American Management; The European Management.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Diagnostic Analysis and Company Valuation	ADE6	5	2	1		

Course description (Syllabus): The necessity of diagnostic analysis; juridical diagnostic; Technical diagnostic; Human resources diagnostic; Managerial diagnostic; Commercial diagnostic; Economic and financial diagnostic; The company valuation.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economic Projects	PRE6	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
Innovation Management	MIN6	5	2	2		

Course description (Syllabus): New dominant industrial branches of the global economy; Changes brought by the Third and Fourth Industrial Revolutions; Innovation – general considerations; The innovative individual; The role of technology in gaining and maintaining competitive advantage; Obtaining the invention patent; Exploiting inventions; Intellectual property and patent trading; The organizational and legal framework for the protection of inventions; Innovation culture in organizations; Implementing innovative ideas – from idea to business.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Methodology of Bachelor Thesis Elaboration	MEL6	5				6

Course description (Syllabus): Objectives: get bachelor students accustomed with the essential issues of the dissertation thesis; train and develop graduate skills of developing projects: assist students in using correct methods, techniques and models of analysis necessary to address the chosen theme; help students in substantiation of conclusions and

proposals specific to each topic; guide students to identify innovative solutions to solve the proposed thesis theme.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Crises Management	MCR6	5	2	1		

Course description (Syllabus): Macro-crises; Micro-crises; Crisis management strategies; Crisis management methods, techniques, and tools.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Environment Management	MNM6	5	2	1		

Course description (Syllabus): Fundamental elements about the environment; The relationship between the environment and the economy; Formation of ecological awareness; Environmental resources; Impact of human activity on the environment: economic, social, ecological, and cultural effects; Environmental carrying capacity; Environmental monitoring; Environmental impact assessment; Environmental management system (EMS) and ISO 14001 standards; Sustainable development and environmental management; Business and environmental management; Corporate social responsibility (CSR) and environmental management; Waste management and environmental management; Air, water, soil pollution, etc.; Environmental protection policies.