

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/July)

1st Year

Course description (Syllabus): The principles of economics. The market forces of supply and demand. Elasticity.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economics	ECN1	6	2	2		

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	6	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; Arithmetic and logical fundamentals of computer; Algorithms; Organization of economic data in files; Personal computer architecture.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Law	DRA1	4	2	1		

Course description (Syllabus): Business law and civil law. General notions; Civil juridical norm and business 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 business 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	6	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
Foreign Language - English 1	LE1	3	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	LF1	3	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.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Communication and Negotiation	CNA2	6	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
Production Management	MNP2	6	2	2		

Course description (Syllabus): Industrial production systems. Production process systems. Types and methods of organizing production. Analysis of auxiliary production systems. Production cycle. Product quality assurance. Planning and monitoring production processes. Balance of production capacity. Balancing production capacity.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Database	BDL2	6	2		2	

Course description (Syllabus): Database - General concepts; Database models; Relational Databases; Relational algebra; SQL; Designing relational databases. Databases table normalization

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Academic Writing	SCA2	3	2	1		

Course description (Syllabus): Principles of academic writing; Avoiding plagiarism. Copyright versus plagiarism; Structure of a research work; How to cite bibliographic sources; How to write a CV and a Letter of Intent; Ethics Code of Transilvania University of Brasov; Basic concepts of scientometrics.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Organizational Behaviour	COR2	6	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
Foreign Language - English 2	LE2	3	1	1		

Course description (Syllabus): Tourism. Services. Finances. Financial markets. Stock exchange. Bank liquidity. Businesses. International trade. Financial crises. Rating agencies. Social responsibility in business. Immigration markets. E-currencies. Economic and financial policies.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - French 2	LF2	3	1	1		

Course description (Syllabus): La place de l'economie dans la societe/ Exprimer une obligation, une interdiction. Histoire du capitalisme/ Exprimer une opinion, un conseil. La France à vendre/ Pardonner et demander pardon. Low- cost/ Exprimer la probabilité et la possibilité. Les marchés financiers/ Les formes impersonnelles. Les relations publiques. La France et les capitaux étrangers.

2nd Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Basic of Accounting	BCO3	6	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	MKT3	5	2	1		

Course description (Syllabus): Marketing: Definition and Evolution; The Marketing Environment; Selecting Target Markets; Consumer Behaviour; Developing the Marketing Mix: The Product; Product Life -Cycle Strategies; Pricing Products; Placing Products: Distribution Channels; Promoting Products: Communication; Promotion Mix.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Small Business Management	MMA3	6	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
Business Communication in English 3	CAE3	3	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	3	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
Operations Management	MOP3	5	2	2		

Course description (Syllabus): The concept and principles of operations management. The role and types of the operations management. The activities and functions of operations management. Operations Management planning. Operations strategies. Decision areas of operations management. The responsibility of operations manager. Performance objectives in operations management.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Economic and Financial Analysis	AEF3	5	2	2		

Course description (Syllabus): The similarity and differences between economic and financial analyses. The main types of economic analyses. Methods commonly used in economic analysis. The objectives of financial analysis. Tools or Techniques of Financial Statement Analysis. Financial analysis using the financial statements. The components of financial analyses. Financial and economic analyses in projects.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Company economy	ECI3	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
Financial Accounting	CF3	5	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
Financial management	MNF4	6	2	2		

Course description (Syllabus): Introduction in financial management; Decisional environment of financial management; Basic financial concepts; Financial analysis - base for financial management decisions; Investment decisions under certainty, risk and uncertainty; Risk and company value; Operational management cycle; Financing company's business; Dynamic financial strategies.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Quality Management	MNC4	6	2	2		

Course description (Syllabus): Evolution of quality concept and approach; Quality management functions and basic principles; ISO 9000 standards; Quality planning; Methods and techniques for quality improvement; Process based approach; QMS documents; QMS audit and certification.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Finances	FIN4	6	1	1		

Course description (Syllabus): I. Public Finances: The Financial System; Public Goods vs. Private Goods; The Public Expenditures System and the Main Indicators that Measure the Evolution and the Efficiency of Public Spending; The Expenses for Economic Actions and Objectives; The Public Revenues System and Types of Taxation; Tax Evasion. II. Corporate Finances: Introduction to Private Finances; The Present Value and the Future Value of Money. Capital Budgeting Techniques; The Cost of the Shareholders' Equity; The Cost of the Borrowed Capital.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Statistics	STA4	6	2	1		

Course description (Syllabus): Data analysis strategy; Types of variables; Univariate analysis; Bivariate analysis; The analysis of variance (ANOVA) and the t-test; Chi-squared test; Survey sampling.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Internship	PRA4	3				6

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
Business Communication in English 4	CAE4	3	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	3	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	4	2	1		

Course description (Syllabus): Strategic management basic concepts; Strategy formulation; Strategic situation analysis; Strategic vision; Strategy formation; Strategy implementation by changing the organizational subsystems; Strategy implementation by managing the business portfolio; Control and responsibility; Strategic management issues with international implications; Strategic management of "atypical" organizations.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Econometrics	ECM5	3	1	1		

Course description (Syllabus): Economic and econometric model. Simple regression model - Ordinary Least Squares' Method (OLS). Assumptions underlying OLS. Multiple regression model - the classical linear regression model. Estimating the regression coefficients. Analysis of variances (ANOVA). F-Test for global significance of regression. Testing the significance of coefficients. Multicollinearity and selection of explanatory variables. The causes and the nature of errors' autocorrelation. Testing the errors' autocorrelation presence. Consequences and remedies of errors' autocorrelation. Using the econometric models for making forecasts.

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 economic purpose; Economic efficiency - basic element for investment decision; The investments resources best use; Feasibility study; Optimal size and site of an investment objective; The importance and the necessity of quantifying the influence of the time factor; The methodology of the efficiency of investments financed by the World Bank; The investment and financial market; Investment risk.

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
Crises Management	MCR5	4	2	1		

Course description (Syllabus): Taxonomy of crises: macro-crises and micro-crises. Causes and consequences of crises. The organisational crises: image and communication crises. Crises management: processes for crisis forecast, response and transfer.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Environment Management	MNM5	4	2	1		

Course description (Syllabus): Introduction. Basic concepts regarding the environment and management. The evolution of environmental management. The establishment (founding) of environmental management. The nature of environmental management. Laws of ecology. Environmental management and business. Standards, monitoring, modelling, eco-auditing. Environmental Management Systems EMS and ISO 14001. Sustainable development and Environmental Management. Ecosystem management. Pollution and Environmental Management. Corporate Social Responsibility (CSR) and Environmental Management.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Audit	ADT5	4	2	2		

Course description (Syllabus): Audit concept; external audit-internal audit; International rules of internal audit and external audit; Audit mission, competencies and responsibilities; Risk analysis for the elaboration of the audit plan; Planning the internal audit mission; Transmission of the results of the internal audit mission; The stages of the internal audit mission. The Audit reports.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Management Accounting	CGE5	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
Compared management	MC06	5	2	1		

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	4	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
Business Ethics	ETA6	3	1	1		

Course description (Syllabus): Ethical principles - introductory notions; The concept of business ethics; Fundamentals of corporate social responsibility; The evolution of corporate social responsibility; The components of corporate social responsibility; Interferences between business strategy and ethical principles; Ethical principles regarding marketing

policy; Consumer protection - component of corporate social responsibility; Environmental ethics - component of corporate social responsibility; Protection of employees. Ethical codes.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Management Simulation and Projects	SMP6	5	2			

Course description (Syllabus): The modelling and simulation to support for management decision; Formulating and solving linear programming economic models; The transportation and assignment problems; Network optimization models; Inventory models; Economic models solved by fuzzy techniques; Multi-attribute decision models; Monocriteria models in solving decision problems; Optimizing with QM (Quantitative Management).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Methodology of Bachelor Thesis Elaboration	MEL6	4				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
Innovation Management	MIN6	4	2	2		

Course description (Syllabus): The new dominant industrial branches of the world economy, Changes brought by the recent industrial revolutions. Causes that determine the innovation at the enterprise level. Typology of innovation. The innovative man. Stimulating and inhibiting creativity. Role of technology in gaining and maintaining competitive advantage. The patent. Exploitation of inventions. Intellectual property and trade with patents. Legal organizational framework for the protection of inventions. Culture of innovation in organizations.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Logistics	LOG6	4	2	2		

Course description (Syllabus): Introduction in logistics; The supply; The distribution of goods; Goods handling; Storage of goods; Goods expeditions and transport; Customs operations in international transport of goods; Management and inventory control; European logistics market conditions; Exploiting information and communication technology.