

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 title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Microeconomics	MIC1	5	2	1		

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.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Financial and Actuarial Mathematics	MAF1	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	4	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
Marketing	MKT3	4	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
Commercial Law	DRC1	4	2	2		

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
Foreign Language - English	LST1	3	1	1		

Course description (Syllabus): Communication problems; Building relationships in business; International marketing. International brands; Defining success in business; Job satisfaction; Everyday risk vs. risk in business; E-commerce. The use of the internet.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - French	LST1	3	1	1		

Course description (Syllabus): Cours de conversation et de rédaction des textes sur les thèmes: Communication d'affaires; La monnaie, l'argent et la banque; Transports et livraisons; Management des ressources humaines; L'entité, la firme, l'entreprise; Comptes bancaires; Tourisme rural; Le rôle de la publicité dans la société de consommation.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Macroeconomics	MAC2	5	2	1		

Course description (Syllabus): 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
Labor Law	DRM2	4	2	2		

Course description (Syllabus): Introduction on labor law; Sources of labor law; The individual labor contract; The collective labor contract; Monthly wages; Working time and rest period; Health and safety at work; Public authorities performing activities in the field of labor law; Unions and business owners; European labor law.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Basic of Accounting	BCO2	4	2	2		

Course description (Syllabus): Introduction to accounting; The balance sheet; The income statement; Depreciation of fixed assets; The T- account. Double - entry bookkeeping; Accounting documents; Business valuation methods; Inventory; The trial balance; Transaction analysis and the accounting equation.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Information Technology – Internet	TIN2	4	2		1	

Course description (Syllabus): History of the Internet. TCP/IP. Computer networks; Basic servers in the Internet; Security on the net; Search engines; Content management systems; Intranet and extranets; Portals and personalization within organizations; Internet of things; Multimedia on the net.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Database	BDL2	4	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
Economic Statistics	STE2	5	2	2		

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
Foreign Language - English	LST2	3	1	1		

Course description (Syllabus): Team building. Successful team working; Ways of raising money; Customer service. Dealing with complaints; Crisis management; Management styles. Do's and don'ts for managers; Takeovers and mergers; The future of business.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - French	LST2	3	1	1		

Course description (Syllabus): A. Correspondance d'affaire: lettres de recommandation; lettre d'offre; lettre de réclamation; contrat d'achat-vente, etc. B. Textes de spécialité économique : La concurrence ; La Bourse; Le marketing et le marché; Les relations publiques; Présentation pour un interview de travail ; L'emploi et l'employeur, etc.

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

2nd Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Finances	FIN3	5	2	1		

Course description (Syllabus): The financial system; Public goods; The system of public expenditure; The measures of public expenditure; The public expenditure for economic objectives; The system of public revenue; The flat tax system versus progressive taxation; Considerations about taxes; Tax evasion; International double taxation; The main objective of the firm; Financial approach; The investment decision.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Quality Management	MNC5	4	2	1		

Course description (Syllabus): Evolution of quality concept and approach; Quality management functions and basic principles; Models for Quality Management Systems (QMS), ISO 9000 standards; Approach by processes; QMS processes - Management responsibility; QMS processes - Product realization; QMS processes - Quality control and improvement – requirements and examples; QMS implementation and certification - stages, auditing, certification; QMS performances - quality costs, achieving excellence.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Business Ethics	ETA3	6	2	2		

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
Managerial Accounting	CGE3	4	2	1		

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
Marketing Research	CMK4	4	2	2		

Course description (Syllabus): Marketing Research. Definition, Role and Classification; Marketing Research Process; Qualitative Marketing Research; Descriptive Marketing Research: Survey and Observation; Measurement in Marketing Research. Types of Scales; Questionnaire Design in Survey; Sampling: Design and Techniques; Sample Determination; Preliminary Data Analysis; Hypothesis Testing.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Consumer Behaviour	COC4	4	2	2		

Course description (Syllabus): Introduction to consumer behaviour; Perception; Learning, memory and product positioning Motivation; Personality; Attitudes and influencing attitudes; Lifestyle; External influences: Group influences on consumer behaviour; Consumer decision process; Consumer research methods.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - English	LST3	2	1	1		

Course description (Syllabus): Business Organizations; Marketing; Describing Performance; Money and Banking; Funding the Business; Accounting; Auditing; Mergers and Takeovers; Transport and Delivery; Selling and Buying.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language - French	LST3	2	1	1		

Course description (Syllabus): Cours pratique de grammaire française: Le verbe – applications dans des exercices ayant un vocabulaire spécialisé, économique; L'Indicatif; La voix passive; Le Si conditionnel; Le Subjonctif; Le participe passé et son accord; La concordance des temps.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Financial management	MNF4	5	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
Business Promotion Techniques	TPA4	5	2	2	-	-

Course description (Syllabus): The general frame of promotional activities; Advertising; Public relations; Sales promotions; Direct Marketing techniques; Personal selling and sales management; Promotional strategies.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Econometrics	ECM4	6	2	2		

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
Logistics	LOG4	5	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.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Company Economics	ECI1	4	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	AUD4	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
Internship	PRA4	3				

Course description (Syllabus): Presentation of the company; Accounting documents preparation; Recording business transactions – in a month; Prepare the trial balance.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language – English	LST4	2	1	1		

Course description (Syllabus): Format of business letters; Letter of complaint. Replying to a letter of complaint; Letter of enquiry. Replying to a letter of enquiry; Orders. Accepting/ declining orders; Letter of application. Accepting/ turning down an application; Invitation. Accepting /declining an invitation; Personal recommendation; Contracts; Report. Memo; Proposal. Minutes.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Foreign Language – French	LST4	2	1	1		

Course description (Syllabus): Textes de spécialité économique: La publicité et le marketing; La Roumanie dans les journaux de l'Europe; Termes généraux du marketing; La sociologie du tourisme; La déontologie professionnelle; Traditions culinaires européennes; Le langage non verbal du client etc.

3rd Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Human resources management	MRU5	6	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): 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
Economic Processes Modelling	MOD5	5	2	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
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
EU Law	DCM3	5	2	2		

Course description (Syllabus): Fundamental values of the European Union; The European Parliament; The European Council; The European Commission; The Court of Justice of the European Union; European Economic and Social Committee; Committee of the Regions; The Legal Sources of Union Law; Regulations, Directives and Decisions; The EU System of Legal Protection.

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

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
Business Communication and Negotiation	CNI5	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
Small Business Management	MNA6	4	2	2		

Course description (Syllabus): The approach of business. Partners and clients. Organizational structures and business efficiency. Typology of business partners and customers. Corporate objectives and business planning. Decision-making. Strategic business decision. Business blunders. Regional and multinational business strategy. Research, development, and innovation in business. Ethics and the natural environment.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Compared management	MCO6	4	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	4	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
Services Management	MSV6	4	2	1		

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	MCR6	4	2	1		

Course description (Syllabus): Taxonomy of crises: macro-crisis and micro-crisis. 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
Economic Projects	PRE5	3				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
Methodology of Bachelor Thesis Elaboration	ELI6	3				3

Course description (Syllabus): The discipline "Preparation of bachelor thesis" has the following objectives: to get bachelor students accustomed with the essential issues of the dissertation thesis; to train and develop graduate skills of developing projects; to assist students in using correct 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.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Organizational Behaviour	COR6	4	2	1		

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
Innovation Management	MIN6	4	2	1		

Course description (Syllabus): Importance of innovation for organization and society, opened organization; Models for Innovation Management Systems (IMS); Innovation process, approach by projects; Structures for innovation - internal structures, entrepreneurial structures, collaborative structures. **Human** Resource in innovation - creativity management; **Innovative** organization - culture of innovation in enterprises, main influence factors; Technology transfer - protection of intellectual property, achievement of inventions patent, counterfeits; Evaluation of innovation performance - indicators and techniques used to assess innovation.