

## Management I/1

<b>Module number:</b> SED101	<b>Module title: BASICS OF ACCOUNTING 1</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor:</b>	Mitea Neluta
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Learning and forming value judgments on the interpretation of economic phenomena concerning transactions taking place in entities. Knowledge and application of the national accounting system in the implementation of accounting practices.</p> <p><b>Specific objectives:</b> To deal with theoretical, methodological, instructive, applicative and fiscal aspects in a harmonious way in order to understand and find the right solutions, as appropriate for each problem. Training of an economic thinking oriented towards the efficient and rigorous management of the resources separated from assets and the skills necessary for the "production" and use of accounting information in the management activity of companies.</p>
<b>Content of the module:</b>	<p><b>CURS:</b> <b>Accounting as an information system</b> Brief history; Definition of accounting; Place and role of accounting; Types of enterprises; Definition of the concepts of: financial accounting, management accounting; Organisational structures relating to accounting.</p> <p><b>The object of accounting</b> Theories (concepts) on the subject of accounting; Elements of the accounting object.</p> <p><b>Accounting method</b> General notions of the accounting method; Procedures of the accounting method; Accounting principles, rules and conventions.</p> <p><b>Basic models for the financial position and the accounting result balance sheet</b> Definition of balance sheet; Form of presentation of an entity's balance sheet; Components of the balance sheet - fixed assets.</p> <p><b>Balance sheet - current assets</b> Elements of the balance sheet: Current assets.</p>

**Balance sheet - balance sheet liabilities**

Elements of the balance sheet: equity and liabilities.

**Balance sheet - Balance sheet changes**

Current/long-term distinction in financial statements.

**Profit and loss account - basic model of the enterprise result**

Qualitative expenditure and income structures;

Profit and loss account schemes.

**Basic accounting method account-procedure**

Definition. Account structure;

Account form. Account functions;

Rules of operation of the accounts;

Matching accounts.

**Account - classifications, chart of accounts**

Correlations between synthetic and analytical mono-functional accounts;

Classification of accounts ;

General Chart of Accounts;

Accounting analysis of economic and financial operations .

**Analysis and operation of capital accounts:**

Share capital; Reserves;

Result of the exercise.

**Analysis and operation of fixed asset accounts (fixed assets) :**

Intangible assets;

Tangible fixed assets.

**Analysis and operation of fixed assets accounts:**

Financial assets, content, function, correspondence.

**Seminar:**

**Introductory seminar:** presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.

The role and importance of accounting - interactive discussions.

**Professional ethics and the accounting profession** - debates.

**Accounting Act No 82/1991, republished** - debates.

**Identification of balance sheet items**

**Application:** framing qualitative elements in a list format balance sheet structure

**Application:** determination of net assets (financial statement).

**Application:** balance sheet changes

**Preparation of a profit and loss account**

**Applications:** account structures, operating rules

**Preparation of a report** - "The account - basic procedure of the accounting method", information at the virtual library.

**Applications:** economic and financial operations, analysis, accounting.

**Bibliography:**

1. CARAIANI, Chirata; LUNGU, Camelia - *Introduction to Accounting*, 3rd revised and completed edition, A.S.E. Publishing House, 2018;
2. MITEA, Neluța - *Basics of Accounting - Lecture notes* on magnetic support 2021
3. MITEA, Neluța; MUNTEANU, Iuliana, Gabriela - *Basics of Accounting*, 2nd revised and added edition, "Andrei Saguna" Foundation Publishing House, Constanta 2006;

	<ol style="list-style-type: none"> <li>4. RISTEA, Mihai; DUMITRU Grațîela, Corina - <i>Accounting Basics - Basics, problems, case studies, grid tests and monograph</i>, University Publishing House, Bucharest, 2009;</li> <li>5. *** <i>O.M.F.P. 1802/2014 for the approval of the Accounting Regulations on individual annual statements and consolidated financial statements</i>. M. Of 963 / 30.12.2014</li> <li>6. *** <i>Law no.31/1990 on companies no.31/1990</i>, republished;</li> <li>7. *** <i>Accounting Law 82/1991</i> republished</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED102	<b>Module title: ERP LABORATORY</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor:</b>	Munteanu Iuliana Gabriela
<b>Credit hours:</b>	<b>Thereof lecture hours:</b>
	<b>Thereof practical hours: 56</b>
	<b>Thereof self-study hours: 19</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Use a virtual workspace for dedicated CRM startups, require participants to make decisions and provide feedback on the impact of decisions, simulate organizational functions, allow simulation by market segment</p> <p><b>Specific objectives:</b> Students will be trained to use a computer system as efficient as possible so that they know how to manage a company in the economic-financial and human resources fields.</p>
<b>Content of the module:</b>	<p><b>Laboratory:</b>  <b>Incorporation of the company (limited liability company and joint-stock company)</b>  Shareholders establishment  Completing documents  Minutes of establishment,  Completion of the Constitutive Act,  Choice of activity according to CAEN,  Fill in availability check request for company name,  Completing the request for mentions,  Logo registration.  <i>onrc portal. portal: create account; request active companies information</i></p> <p><b>Company tax registration</b>  Declaration 010 - tax vector  <i>ANAF Portal</i></p> <p><b>Promotion of the company</b>  Visual identity,  <ul style="list-style-type: none"> <li>• logo,</li> <li>• firm,</li> <li>• slogan</li> <li>• header</li> <li>• presentation brochure,</li> <li>• flyer.</li> </ul> <i>Online branding</i>  <i>Exhibition-competition promotional materials</i></p> <p><b>Human resources management</b>  Individual employment contract - completion,</p>

	<p>Create job description:</p> <ul style="list-style-type: none"> <li>• manager,</li> <li>• economic director,</li> <li>• accounting,</li> <li>• a specialist employee, depending on the company's business.</li> </ul> <p>Pay rise decision,  Additional act of salary increase,  Termination decision on resignation,  Completion of PSI form,  Completion of the SSM form  <i>Using REGES and the ITM platform</i></p> <p><b>Management of human resources - records</b>  Monthly timetable,  Payment slip,  Declaration 112,  Filling payment orders - state budget  <i>Use ANAF website - POs application</i></p> <p><b>Records documents - cash register</b>  Operating rules of the cashier,  Receipt,  Payment provision,  Statement of expenses,  Delegation,  Cash register</p> <p><b>Computerised accounting systems</b>  <i>Using sagasoft</i></p> <p><b>Calendar of tax obligations - ANAF website</b>  <i>Use ANAF website</i></p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Mitea, Neluța - <i>Basics of Accounting</i> - Lecture Notes;</li> <li>2. Tomescu Raluca - <i>Business Law</i> - Lecture Notes;</li> <li>3. <a href="http://www.onrc.ro">www.onrc.ro</a></li> <li>4. <a href="http://www.anaf.ro">www.anaf.ro</a></li> <li>5. <a href="http://www.reges.ro">www.reges.ro</a></li> </ol>
<b>Examination:</b>	Practical presentation 70%, evaluation of activities 30%.

<b>Module number:</b> SED103	<b>Module title: OFFICE APPLICATIONS TECHNOLOGY</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor</b>	Manu Radu
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Develop the ability to manage a database and use applications and software in the economic field.</p> <p><b>Specific objectives:</b> Develop the ability to carry out a work/project, taking on role-specific tasks responsibly in a multi-specialised team.</p>
<b>Content of the module:</b>	<p><b>Course:</b></p> <p><b>Word processing: WORD - general:</b> general concepts, features; description of the workspace (quick menus, toolbar); basic working techniques: creating, saving, editing documents; reviewing the document - examination before printing. Using basic printing options. Printing the document using one of the installed printers or in a file.</p> <p><b>WORD word processing - document formatting:</b> character formatting, paragraph formatting. styles and pagination - applying existing styles to a document, page numbering; pagination, footnotes and endnotes; arranging text in columns; equation editor.</p> <p>3. <b>EXCEL spreadsheet - general:</b> general concepts, features; description of the workspace (quick menus, toolbar); basic working techniques: creating, saving, editing documents; working with registers and spreadsheets;</p> <p><b>- entering data into cells; using formulas.</b></p> <p><b>Tabular calculation</b> - formatting a cell: formatting cells according to the type of data they will contain; entering information in a cell: numbers, text, symbols; formatting text: font, size, style, colour, orientation; copying/moving the contents of a cell to another cell of the same or another active spreadsheet or between registers; deleting a cell or a group of adjacent cells, a line, a row; searching/replacing the contents of a cell; sorting data by one or more criteria; formats for representing numerical values; formatting values in the worksheet; filtering data.</p> <p><b>Spreadsheet - formulas and calculations:</b> inserting a simple formula into a cell; arithmetic and logical formulas for addition, subtraction, multiplication and division; autofill; using functions: min, max, count, sum, average; if function; using relative, absolute or mixed cell reference in formulas or functions.</p>

	<p><b>Tabular calculation - economic formulae:</b> PV, PV, PMT, RATE, NPER, NPV, VDB, SYD, DB, DDB.</p> <p><b>Tabular calculation charts:</b> charts and graphs made using data from the spreadsheet register; editing and modifying a chart or graph; changing the type of chart; moving/copying, deleting charts or graphs. Import image files, charts, etc. into a workbook; copy, move and resize imported object.</p> <p><b>Presentation application - Power Point:</b> general concepts, features; description of the workspace (quick menus, toolbar); basic working techniques: creating, saving, editing documents; working with templates.</p> <p><b>Presentation application - Prezi:</b> general notions, features; description of the workspace (quick menus, toolbar); basic working techniques: creating, saving, editing documents; working with templates.</p> <p><b>Databases:</b> database modeling, tables, relationships, normalization</p> <p><b>Databases - Microsoft Access:</b> Database management; Database administration; Creating a database; Access tables.</p> <p><b>Databases - Access Functions:</b> Queries</p> <p><b>Databases:</b> Windows, forms and reports</p> <p><b>Summary</b></p> <p><b>Seminar:</b></p> <ul style="list-style-type: none"> <li>• Launch a word processing application, edit an existing document and save it.</li> <li>• Applications of styling and colour use. Formatting paragraphs, inserting page borders Using the equation editor.</li> <li>• Launch a spreadsheet application, modify an existing document and save it. Worksheet operations</li> <li>• Excell functions</li> <li>• Excell functions</li> <li>• Excell functions</li> <li>• Excell functions</li> <li>• Excell functions</li> <li>• Semester testing.</li> <li>• Power Point</li> <li>• Prezi</li> <li>• Introduction to databases.</li> <li>• Database queries.</li> <li>• Recap - the topic approach for the exam. Review of important applications made during the semester.</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Miloşescu, M. - <i>Computing Systems</i>, Teora Publishing House, 2005;</li> <li>2. Rancea, D. (coordinator): <i>Informatica</i>, Computer Libris Agora Publishing House, Cluj 2004.</li> <li>3. <a href="http://office.microsoft.com/ro-ro/?CTT=97">http://office.microsoft.com/ro-ro/?CTT=97</a>.</li> <li>4. <a href="http://www.cursuri-microsoft.ro/video.html">http://www.cursuri-microsoft.ro/video.html</a></li> <li>5. Microsoft® Excel® 2010 Step by Step By: Curtis D. Frye;</li> <li>6. Microsoft® PowerPoint® 2010 Step by Step By: Joyce Cox, Joan Lambert.</li> <li>7. Microsoft® Word 2010 Step by Step By: Joyce Cox, Joan Lambert;</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> SED104	<b>Module title: MATHEMATICS</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor:</b>	Păun Oana
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> To provide a background of theoretical knowledge necessary to approach economic problems from a mathematical point of view; Familiarisation with mathematical methods in order to apply them to optimisation problems.</p> <p><b>Specific objectives:</b> Training of specialists capable of modelling economic phenomena in order to apply mathematical methods to solve them; Creating and developing skills to solve various optimization problems.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Financial calculation elements - percentages</b>  Finding "p%" from a number  Finding the number when p% of it is known  Finding the percentage ratio  <b>Elements of financial calculation - interest</b>  Simple interest  <b>Elements of financial calculation - interest</b>  Compound interest  <b>Function</b>  First-order function defined on finite multitudes  The function of degree I defined on an interval  The function of degree I defined on the set of real numbers  <b>Matrix (I)</b>  Definition of matrices  Matrix operations  <b>Matrix (II)</b>  Matrix operations  <b>Determinants</b>  Definition of determinants  Calculation of 3rd order determinants  <b>Determinants</b>  Properties of determinants  <b>Inverse of a matrix</b></p>



	<p>Definition of inverse  Calculation steps  <b>Systems of linear equations</b>  Cramer method  <b>Algebraic structures</b>  Composition laws  <b>Algebraic structures</b>  Monoid  <b>Algebraic structures</b>  Group  Calculation rules in a group  <b>Algebraic structures</b>  Abelian group</p> <p><b>Seminar:</b>  <b>Applications</b> - Percentages - Wage index, rate of return.  <b>Applications</b> - Simple interest.  <b>Applications</b> - Compound interest.  <b>Applications</b> - First grade function.  <b>Applications</b> - Matrix operations, addition.  <b>Applications</b> - Matrix multiplication.  <b>Applications</b> - Calculation of 3rd order determinants.  <b>Applications</b> - Calculus of higher order determinants.  <b>Applications</b> - Inverse of a matrix.  <b>Applications</b> - Systems of linear equations.  <b>Applications</b> - Laws of composition.  <b>Applications</b> - Monoid.  <b>Applications</b> - Group.  <b>Applications</b> - Review.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Acu, A.M., Acu D., Acu M., Dicu P., <i>Applied Mathematics in Economics</i> - Volume I, ULB Publishing House, Sibiu, 2001.</li> <li>2. <a href="https://eprof.ro/docs/matematica/grafic-functii-teorie.pdf">https://eprof.ro/docs/matematica/grafic-functii-teorie.pdf</a></li> <li>3. <a href="https://www.math.uaic.ro/~leoreanu/deposit/Structuri%20algebrice%20si%20aplicatii.pdf">https://www.math.uaic.ro/~leoreanu/deposit/Structuri%20algebrice%20si%20aplicatii.pdf</a></li> <li>4. <a href="http://evidentacercetare.univ-danubius.ro/Surse/Set_013/Gt0L85z7pe.pdf">http://evidentacercetare.univ-danubius.ro/Surse/Set_013/Gt0L85z7pe.pdf</a></li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED105	<b>Module title: MICROECONOMICS</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor:</b>	Papari George Daniel
<b>Credit hours:</b>	<b>Thereof lecture hours: 28</b>
	<b>Thereof practical hours: 14</b>
	<b>Thereof self-study hours: 83</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> To develop the skills and competences needed to use microeconomics concepts appropriately and effectively in the context of the competitive environment.</p> <p><b>Specific objectives:</b> Learning and understanding basic microeconomic concepts such as: needs, resources, goods, demand, supply, factors of production, break-even point, monopoly, oligopoly, etc. Understand, based on knowledge of microeconomics, how economic agents make decisions.</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Economics and economic science</b> Political economy - object of study, the importance of economic knowledge; Needs - definition, classification and characteristics; Economic resources - definition and classification; Efficient resource management; Economic activity.</p> <p><b>The market economy: a general overview</b> The natural economy and the exchange economy; Types of economic systems: market economy system, command economy system; Ownership in a market economy; Economic agents, economic flows and the economic circuit; Money in the market economy.</p> <p><b>Consumer. Economic utility</b> Economic utility; Law, utility, diminishing margins; The rational consumer.</p> <p><b>Consumer. consumer behaviour</b> Consumer choice; Marginal rate of substitution; Consumer balance.</p> <p><b>Manufacturer. The producer and the factors of production</b></p>

Manufacturer;

Production factors.

**Manufacturer. Manufacturer's behaviour**

Combining and substituting factors of production;

Factor productivity.

**Cost of production**

Concept and typology of production cost;

Size and type of cost;

Break-even point.

**Demand and its elasticity**

Demand and its influencing factors: price, population income;

Elasticity of demand - definition, forms.

**Supply and its elasticity**

Elasticity of supply;

Interaction between supply and demand. Market equilibrium.

**Competition and its forms**

Competition: content, forms, functions;

Types of competition;

Perfect competition;

Imperfect competition;

Monopolistic competition;

Monopolistic competition;

Oligopolistic competition;

Monopsony competition.

**Types of markets and price formation mechanisms**

The market with perfect competition and equilibrium price formation;

Market with imperfect competition;

Monopoly and price. Monopoly equilibrium;

Monopolistic market and price;

Oligopoly and price.

**Basic incomes in the economy(I)**

Rewarding factors of production;

Salary;

Interest.

**Basic income in the economy(II)**

Income - the mechanism of income formation;

Profit.

**Summary**

Discussion of the most important aspects of the material taught.

**SEMINAR:**

**Introductory seminar:** presentation of the seminar activity, presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used, etc.

**Opportunity cost calculation.** Comparative analysis of the main types of economy.

**Calculation of marginal utility, total utility and marginal rate of substitution.** Indifference curve.

**Calculation of the consumption schedule and the marginal rate of substitution.**

**Debate** - General characterisation of classical factors of production - with reference to their situation in Romania.

**Applications.** Evaluation test.

	<p><b>Test</b></p> <p><b>Applications:</b> costing.</p> <p><b>Factors determining elasticity of demand</b> - with examples from everyday business.</p> <p><b>Calculation of the coefficient of elasticity.</b></p> <p><b>Calculating the equilibrium price.</b></p> <p><b>Debate</b> - General characterisation of the main types of competition.</p> <p><b>Applications:</b> price formation mechanisms in different types of markets.</p> <p><b>Applications:</b> calculation of the real wage index and interest.</p> <p><b>Applications:</b> calculation of the profit rate.</p> <p><b>Review</b> - fixing the knowledge acquired in the first semester and approaching the topic for the exam.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Bucur, I., Cornescu, V., Crețoiu, Ghe., (2008) - <i>Economics</i>, 2nd edition, Ed. CH Beck, Bucharest;</li> <li>2. Coșa, M., Mărgineanu, D., (2007) - <i>Microeconomics Course Notes</i>, Lumina Lex Publishing House, Bucharest;</li> <li>3. Dolțu, C. - <i>Microeconomics and macroeconomics</i>, ASE Publishing House, Bucharest, <a href="http://www.biblioteca-digitala.ase.ro">www.biblioteca-digitala.ase.ro</a>.</li> <li>4. Iovițu, M. - <i>Microeconomics and macroeconomics</i>, ASE Publishing House, Bucharest, <a href="http://www.biblioteca-digitala.ase.ro">www.biblioteca-digitala.ase.ro</a>.</li> <li>5. Marin, D., Dumitrescu, D., (2013) - <i>Advanced Microeconomics. Theoretical aspects and applications</i>, ASE Publishing House, Bucharest;</li> <li>6. Mărgineanu, D., Bălăceanu, C., (2012) - <i>Microeconomics. Applications</i>, CH Beck Publishing House, Bucharest;</li> <li>7. Moraru, L., (2009) - <i>Economics - Fundamentals</i>, Ed. Antet, Bucharest;</li> <li>8. Papari, G., (2016) - <i>Political Economy</i>, lecture notes in electronic format, "Andrei Saguna" University, Constanta;</li> <li>9. Stancu, S., (2012) - <i>Microeconomics. The behaviour of economic agents under conditions of certainty, uncertainty and risk. Theory and applications</i>, ASE Publishing House, Bucharest.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED106	<b>Module title: WORK PSYCHOLOGY</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor:</b>	Sunda Irina
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 83
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students will learn to identify, describe and analyse the main techniques and processes involved in the field of study. In this way, they will be able to identify and/or apply the content learnt. The course will involve a minimum amount of reading in order to familiarise yourself with the main theoretical concepts. The seminar is built around practical applications, involving individual and team work.</p> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>• Familiarization with the theoretical and practical-applicative fundamentals related to the field of study.</li> <li>• Identify own level related to certain skills essential to the field of study.</li> <li>• Learning the skills to successfully use certain techniques related to the field of study.</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Introduction to work psychology:</b> Introductory concepts; Subject matter of work psychology; Brief history of work psychology <b>Relations of occupational psychology with other branches of psychology:</b> the profession of psychologist in the field of occupational psychology; functions, psycho-professionalism. <b>Qualitative methods of work analysis:</b> observation; interview; questionnaire; job-specific documents. <b>Quantitative methods of job analysis;</b> functional job analysis; job inventory method; job item method; job analysis questionnaire; sources of error in job analysis. <b>Job-oriented work analysis:</b> work task-oriented work analysis. <b>Job holder-oriented work analysis:</b> fundamental components. <b>Psychological personnel selection:</b> fundamental concepts in psychological selection; predictors used in personnel selection; modern trends in personnel selection. <b>Assessing job performance:</b> usefulness; behavioural dimensions of performance; assessment methods; contemporary trends.</p>

	<p><b>Work adaptation:</b> work adaptation theory; counterproductive work behaviours.</p> <p><b>Motivation for work:</b> nature of human motivation; motivational theories.</p> <p><b>Professional demand and fatigue:</b> stress and demand; forms of fatigue; burnout syndrome.</p> <p><b>Accidents at work:</b> analysis of human error; analysis of accidents at work.</p> <p><b>The role of the psychosocial work environment:</b> the work group; interpersonal relationships; methods and techniques of work group knowledge.</p> <p><b>Intercultural aspects in work psychology:</b> definition of culture and objectives of the intercultural approach in work psychology; intercultural implications of the human-machine relationship.</p> <p><b>Seminar:</b></p> <ul style="list-style-type: none"> <li>• Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, the specific requirements, the material base that will be used</li> <li>• The profession of psychologist in the field of occupational psychology: functions, psycho-professionogram.</li> <li>• Qualitative methods of work analysis</li> <li>• Quantitative methods of labour analysis</li> <li>• Job-oriented work analysis: work task analysis</li> <li>• Job holder-oriented work analysis: fundamental components</li> <li>• Modern trends in recruitment</li> <li>• Contemporary trends in performance appraisal</li> <li>• Counterproductive work behaviours</li> <li>• Theoretical motivational models</li> <li>• Exhaustion syndrome</li> <li>• Analysis of human error and occupational accidents</li> <li>• The role of the psychosocial work environment</li> <li>• Intercultural implications of the human-machine relationship</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Bogathy, Z. (2004), <i>Manual de psihologia muncii și organizațională</i>, Editura Polirom, Iași;</li> <li>2. Bogathy, Z. (2002), <i>Introduction to Work Psychology</i>, Tipografia Universității de Vest, Timișoara;</li> <li>3. Pânișoară, G. (2009), <i>Applied Organizational Behavior. Aspecte de psihologie managerială</i>, University of Bucharest Publishing House, Bucharest;</li> <li>4. Pitariu, H. (2000), <i>Human Resource Management: Assessing job performance</i>. Editura All, Bucharest;</li> <li>5. Pitariu, H. (2003), <i>Job description design, job evaluation and staff appraisal</i>. Irecson Publishing House, Bucharest.</li> <li>6. Popa, M. (2008), <i>Introduction to Work Psychology</i>, Polirom Publishing House, Iasi;</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED107	<b>Module title: BUSINESS LAW</b>
<b>Level/semester:</b>	first level/semester I
<b>Professor:</b>	Tomescu Raluca
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 83
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> To prepare students with sound knowledge of the legal institutions of civil and commercial law. The discipline aims at forming a scientific attitude towards the institutions of civil and commercial law, the general principles of the technical language of civil and commercial law, as well as common legal expressions.</p> <p>The objectives of the subject are fully in line with the curriculum and aim at a fair combination of the general-theoretical perspective on law with the specialist one.</p> <p><b>Specific objectives:</b> Identify and explain concepts specific to civil and commercial law Description and interpretation of ideas, projects, processes, as well as the theoretical and practical contents of this discipline; Defining the principles on which civil and commercial law operate, analysing the general principles that direct the work of organising enforcement, enforcement and ensuring enforcement; Interpretation of legal rules in relation to concrete situations. Ability to make a logical, coherent speech, to argue opinions, to formulate original conclusions, to use legal language correctly; Developing the ability to analyse and synthesise, to evaluate and self-evaluate, to adapt to new situations.</p>
<b>Content of the module:</b>	<p><b>CURS:</b> <b>General considerations on Roman civil law</b> Concept and object of civil law Delimitation of civil law from other branches of law Role and principles of civil law <b>Sources of civil law</b> Concept and classification of sources of civil law; Roman Civil Code; Application of civil law in time, space and to persons; <b>Civil legal relationship</b> Concept and characteristics of the civil legal relationship;</p>

Subjects, content and object of the civil legal relationship;  
Assets. Notion. Classification.

**Civil legal act**

Notion. Classification. Conditions of validity;  
Capacity to conclude civil legal acts;  
Consent, object, cause and form;

**Commercial contracts**

Structure

Effect

Termination and resolution

Pact of commission, penalty clause

**Conditions of validity of the contract**

Consent

Capacity

Subject

Case

**Formal conditions of the civil legal act**

Nullity of contract, Limitation period, Forfeiture.

**Termination of contract** - Concept, functions, causes, classifications, time limits, effects;

**Subjects of the civil legal relationship (natural person and legal person).**

**Natural person**

Civil capacity of natural persons;

Concept of capacity to use and exercise;

Acquisition and cessation of capacity to use and capacity to exercise;

Identification of the natural person.

**Legal person**

Civil capacity of the legal person. Concept of capacity to use and exercise;

Acquisition and cessation of capacity to use and capacity to exercise;

Identification of the legal person.

**General business law considerations**

Definition, subject matter and historical development of commercial law;

Correlation of business law with other branches of law;

Sources, doctrine and commercial judicial practice;

Legal status of the natural person trader.

**The professional and the economic enterprise.**

**Legal status of the trader natural person.**

Authorised natural person;

Natural person who is a member of a family business;

Natural person, owner of a sole proprietorship.

**Societal structures and systems**

General and limited partnerships;

Limited liability company, joint stock company.

**Professionals and goodwill**

The notion and quality of professional;

Acquiring and proving professional status;

Trade Register. Trade fund.

**Organisation of economic enterprises.**

Company Law 31/1990. Operation of economic enterprises. The main governing bodies of a company: general meeting of shareholders, company directors, company auditors.



**Operation of the economic enterprise**

General rules on the operation of companies;  
Assets and contribution to the share capital of the company;  
Withdrawal, exclusion of associates/shareholders.

**Insolvency and bankruptcy of legal persons****SEMINAR:**

**Introductory seminar:** presentation of the course outline, how the courses and seminars are conducted;

**Debate on the interpretation of civil law according to the current amendments** (Law No 287/2009, published in the Official Gazette No 505 of 15.07.2011);

**Means of proof of the civil legal relationship;**

**Effects of the civil legal act** - form required for third party enforceability;

**Effects of the nullity of the civil legal act ;**

**Analysis of the main means of identification of the natural person;**

**Debate** on contractual clauses;

**Knowledge test;**

**General considerations on commercial law.** The current Civil Code's monist concept of private law relationships;

**Commercial undertakings** (commercial acts) ;

**Analysis of goodwill elements;**

**Individuals, sole proprietorships and family businesses** - simulation of the incorporation process;

**Simulation** of limited liability company formation;

**Control and management of companies;**

**Final recap.**

**Bibliography:**

1. ANGHENI, Smaranda; VOLONCIU, Magda; STOICA, Camelia - Commercial Law. Editura C.H. Beck, 4th edition, Bucharest 2009
2. BELEIU, Gheorghe - Roman Civil Law. Introduction to Civil Law. Subjects of civil law. Legal Universe Publishing House. Updated edition 11.12.2009, Bucharest
3. BOROI, Gabriel - Civil Law Course - General Part, Ed. Hamangiu, Bucharest, 2011
4. BOROI, Gabriel; UNGUREANU, Carla, Alexandra - Civil Law Course. General part. Ed. Hamangiu, Bucharest, 2012
5. CĂRPENARU, Stanciu - A Treatise on Roman Commercial Law, Universul juridic Publishing House, Bucharest 2009
6. CĂRPENARU, Stanciu D.; PREDOIU, Cătălin, DAVID, Sorin - Company Law. Commentary on articles. Edition 4, C.H. Beck Publishing House, Bucharest 2009;
7. DEAK, Francis - Treatise on Civil Law. Special Contracts, 3rd edition, updated and completed, Universul Juridic Publishing House, Bucharest, 2001.
8. MIHĂILESCU, Stela, - "Civil and Commercial Law", course notes, electronic format, "Andrei Șaguna" University of Constanta, 2015.
9. PIPEREA, Gheorghe. - Commercial Law I, C.H. Beck Publishing House, Bucharest, 2008; vol. II, 2009;

**Legislation:**

1. Constitution of Romania - Amended and supplemented by the Law on

	<p>the Revision of the Constitution of Romania No 429/2003, published in the Official Gazette of Romania, Part I, No 758 of 29 October 2003</p> <ol style="list-style-type: none"> <li>2. Civil Code - republished - Law 287/2009 - published in the Official Gazette Part I no. 505 of 15.07.2011</li> <li>3. Law No 31 of 16 November 1990 *** republished, on companies. Text updated on the basis of the amending regulations published in the Official Gazette of Romania, Part I, until 23 June 2010:</li> <li>4. Law No 26 of 5 November 1990 *** republished, on the Trade Register, as subsequently amended and supplemented. <i>Text republished in the Official Gazette of Romania, Part I, No. 49 of 4 February 1998 and updated on the basis of amending regulations, published in the Official Gazette of Romania, Part I, until 30 April 2008.</i></li> <li>5. Law no.82/1991. Accounting Law, republished in the Official Gazette, Part I, No 454 of 18/06/2008</li> <li>6. Emergency Ordinance No 44/2008 on the conduct of economic activities by authorised natural persons, sole proprietorships and family businesses, published in the Official Gazette No 328 of 25 April 2008</li> <li>7. Emergency Ordinance No 116 of 29 December 2009 on the establishment of measures concerning the activity of registration in the commercial register. <i>Text updated on the basis of amending regulations, published in the Official Gazette of Romania, Part I, by 17 May 2010</i></li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

## Management I/2

<b>Module number:</b> SED201	<b>Module title: LABOUR LAW</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Țical George
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 28
	<b>Thereof self-study hours:</b> 19
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Familiarize students with the main institutions of labour law: individual employment contract, collective employment contract, vocational training, health and safety at work, legal liability in labour law, social dialogue, labour disputes, labour jurisdiction.</p> <p><b>Specific objectives:</b> Acquiring knowledge of all the legal rules governing the social relations that form the subject of labour law, covering the individual employment contract, mandatory and optional clauses of the individual employment contract, modification, suspension and termination of the individual employment contract, individual employment contracts of a particular type, collective employment contracts, vocational training, health and safety at work, legal liability in labour law, social dialogue, labour disputes, labour jurisdiction; Knowledge of the role and place of the main legal institutions specific to this field</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Introductory considerations on labour law</b> Introduction to labour issues and labour law. The subject matter of the discipline of labour law. Sources, principles of labour law</p> <p><b>The individual employment contract: definition, essential elements and conditions of substance and form</b> Definition of the individual employment contract and its regulation in Romanian law Legal nature of the individual employment contract Conditions of validity of the employment contract</p> <p><b>Termination of the individual employment contract. Mandatory and optional clauses and their effects</b> Documents required for the conclusion of the individual employment contract Mandatory and optional clauses of the individual employment contract Effects of the individual employment contract</p> <p><b>Procedures for amending and terminating the individual employment</b></p>

**contract**

Modification of the individual employment contract

Suspension of the individual employment contract

Termination of individual employment contract

**Individual employment contracts of the private type**

Individual fixed-term employment contract

Temporary agency work

Individual part-time employment contract

**Individual employment contracts of the private type**

Working at home

Apprenticeship contract

Other types of contracts under which work is performed

**Collective labour agreement**

Definition, legal nature and features

Negotiating and concluding the collective labour agreement

Amendment, suspension and termination of the collective agreement

**Training**

Definition of concepts

Professional training

Professional development

**Wages**

Theoretical aspects and the regulatory framework of salaries

Salary content and salary categories

Pay systems and forms of pay

Payment of salaries

**Working time and rest time**

Working time

Regular breaks

Leave

Public holidays

**Social dialogue. Labour disputes**

Trade unions

Employers

Industrial disputes: regulation, classification

Conflicts of interest: concept, conciliation, mediation and arbitration

Strike: concept, legal framework, types of strike

**Health and safety at work**

Labour protection regulation

Integrating labour protection into the labour process

Employee obligations

Labour protection rules

Work protection authorisation

**Legal liability in labour law**

Definition, legal basis, classification

Disciplinary liability

Patrimonial liability

**Labour jurisdiction**

Defining labour jurisdiction

Parties in labour disputes

Jurisdiction to settle labour disputes

**Seminar:**

- Presentation of the subject sheet, how the seminars will be conducted,

	<p>the specific requirements, the material base to be used.</p> <ul style="list-style-type: none"> <li>• Domestic sources of labour law</li> <li>• International sources of labour law</li> <li>• Substantive conditions of the individual employment contract</li> <li>• Formal conditions of the individual employment contract</li> <li>• Procedure for concluding the individual employment contract.</li> <li>• Binding clauses of the individual employment contract</li> <li>• Grounds for invalidity of the individual employment contract</li> <li>• Elements of the individual fixed-term employment contract</li> <li>• Negotiating and concluding the collective labour agreement</li> <li>• Semester testing</li> <li>• Special training and further training contracts</li> <li>• Apprenticeship contract at work</li> <li>• The particularities of criminal liability in labour law</li> <li>• Regulation of the institution of employee representatives and their role in social dialogue</li> <li>• Suspension and termination of the strike</li> <li>• Procedural rules derogating from the ordinary law in the jurisdiction of labour disputes</li> <li>• Summary</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Romanian Constitution;</li> <li>2. Alexandru Țiclea, <i>Labour Code commented and annotated with related legislation and relevant case law</i>, Universul Juridic Publishing House, 2017;</li> <li>3. Alexandru Țiclea, <i>Disciplinary liability in labour relations, Legislation. Doctrine. Jurisprudence</i>, C.H. Beck Publishing House, 2017;</li> <li>4. Alexandru Țiclea, <i>Treatise on Labour Law. Legislation. Doctrine. Jurisprudence</i>, 10th edition, updated, Universul Juridic Publishing House, 2018;</li> <li>5. Dragoș Brezeanu, <i>Labour and Social Security Law</i>, C.H. Beck Publishing House, 2017;</li> <li>6. Verginia Vedinaș, <i>Administrative Law</i>, 10th edition, revised and updated, Universul Juridic Publishing House, 2017;</li> <li>7. Al. Ticlea, <i>Labour Code</i>, Ed. Universul Juridic, 2013;</li> <li>8. V. Dorneanu, <i>Social dialogue - the foundation of economic and social democracy</i>, Ed. Lumina Lex, 2006;</li> <li>9. Popescu, <i>International and European Labour Law</i>, 2nd edition, Ed. C. H. Beck, 2008;</li> <li>10. V. Pribac, <i>Abuse of Law and Employment Contracts</i>, Ed. Wolterkluwer, 2007;</li> <li>11. I.T. Ștefănescu, <i>Labour Law Treatise</i>, vol.1, Lumina Lex Publishing House, 2014;</li> <li>12. Ștefănescu I.T., <i>Treatise on Labour Law</i>. 4th revised and added edition, Universul Juridic Publishing House, 2017;</li> <li>13. George ȚICAL, <i>Course Notes - Labour Law</i>, 2022, Constanta.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED202	<b>Module title: BASICS OF ACCOUNTING 2</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Mitea Neluta
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 83
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Learning and forming value judgments on the interpretation of economic phenomena concerning transactions taking place in entities. Knowledge and application of the national accounting system in the implementation of accounting practices.</p> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>- To deal with theoretical, methodological, instructive, applicative and fiscal aspects in a harmonious way in order to understand and find the right solutions, as appropriate for each problem;</li> <li>- Training of an economic thinking oriented towards the efficient and rigorous management of the resources separated from assets and the skills necessary for the "production" and use of accounting information in the management of companies;</li> <li>- Understanding the use of accounting information in decision making</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b> Week 1 Introductory course. <b>Analysis and operation of current asset accounts (Part I)</b> Stock and work in progress accounts Receivables accounts.</p> <p>Week 2 Course. <b>Analysis and operation of current asset accounts (Part II)</b> Financial investment accounts Cash accounts</p> <p>Week 3 Course. <b>Analysis and operation of accounts payable</b> Commercial debt accounts Bank debt accounts Payroll accounts Tax debt accounts</p> <p>Week 4 Course. <b>Analysis and operation of accruals and deferred income accounts</b></p>

Imprest accounts and revenue accounts

Depreciation accounts, adjustments, provisions

Week 5

Course. **Analysis and operation of treasury accounts**

Short-term financial investment accounts

Home, bank accounts

Short-term loan accounts

Week 6

Course. **Analysis and operation of the profit and loss accounts**

Expenditure accounts

Revenue accounts

Results account

Week 7

Course. **Trial Balance - Part I**

Definition, contents and functions of the trial balance

Types of trial balances

Week 8

Course. **Trial Balance - Part 2**

Preparation of the trial balance

Accounting entry errors identifiable with the trial balance

Week 9

Course. **Accounting documents**

Documents: role, importance

Content and classification of documents, how to draw them up

Forms (accounting systems)

Week 10

Course. **Valuation of assets and liabilities**

Definition

Criteria and basis for assessment

Valuation principles in accounting

Forms of evaluation

Week 11

Course. **Inventorying**

Concept and functions of inventory

Rules for organising and carrying out inventories

Classification of inventories

Inventory stages

Week 12

Course. **Annual financial statements(I)**

Role and objectives of financial statements

Delimitations on summary accounting documents

Week 13

Course. **Annual financial statements (II)**

Year-end closing accounts

Week 14

Course. **Class of order and bookkeeping accounts.**

Class 8 accounts

**Seminar:**

1. Introductory seminar: presentation of the course outline, how the seminars will be conducted, specific requirements (e.g. the material base to be used).

Applications on the analysis and operation of stock and work in progress

	<p>production accounts and accounts receivable.</p> <p>Week 2 Seminar. Applications on the analysis and operation of financial investment accounts and cash accounts.</p> <p>Week 3 Seminar. Applications on the analysis and operation of accounts payable.</p> <p>Week 4 Seminar. Applications on the analysis and functioning of the rectification accounts.</p> <p>Week 5 Seminar. Applications on the analysis and operation of treasury accounts.</p> <p>Week 6 Seminar. Applications on the analysis and operation of income, expenditure and outturn accounts.</p> <p>Week 7 Seminar. Applications of the trial balance.</p> <p>Week 8 Seminar. Applications of the trial balance. Part 2</p> <p>Week 9 Seminar. Use of accounting documents (supporting documents, accounting ledgers, journal entries).</p> <p>Week 10 Seminar. Pricing and tariff system.</p> <p>Week 11 Seminar. Legislative provisions on inventory taking.</p> <p>Week 12 Seminar. Preparation of the balance sheet (standard form) and profit and loss account.</p> <p>Week 13 Seminar. Accounting Monographs</p> <p>Week 14 Seminar. Accounting monographs and the approach to exam topics.</p> <p><b>Bibliography:</b></p> <p>1. DUMITRANA, Mihaela; CARAIANI, Chirața- <i>Basics of Accounting</i>, University Publishing House, Bucharest, 2011;</p> <p>RISTEA, Mihai, DUMITRU Grațîela - Corina - <i>Basics of Accounting - Basics, problems, case studies, grid tests and monograph</i>, University Publishing House, Bucharest, 2009;</p> <p>3. MITEA, Neluța; MUNTEANU, Iuliana, Gabriela - <i>Basics of Accounting</i>, 2nd revised and added edition, "Andrei Saguna" Foundation Publishing House, Constanta 2006;</p> <p>4. <u>Victor Munteanu</u>, <i>Accounting Basics</i>, <u>Universitara</u> Publishing House 2017</p> <p>*** O.M.F.P. 1802/2014 for the approval of the Accounting Regulations on individual annual statements and consolidated financial statements. M.Of 963 / 30.12.2014</p> <p>*** Law no.31/1990 on companies no.31/1990 with subsequent amendments and additions;</p> <p>*** Accounting Law 82/1991 republished with subsequent amendments and additions</p>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.



<b>Module number:</b> SED203	<b>Module title: MACROECONOMICS</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Papari George Daniel
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 83
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> To develop the skills and competences needed to use microeconomics concepts appropriately and effectively in the context of the competitive environment.</p> <p><b>Specific objectives:</b> Knowledge and understanding of the economic mechanism based on the market economy and the factors influencing economic activity. Explanation of economic concepts and their relationships (cost - price - profit, economic rationality - economic efficiency - profit, etc.).</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Introduction to macroeconomics</b>  Macroeconomics, macroeconomic issues and policies  Global demand and global supply  Economic data. Data sources. Development indicators  Macroeconomic performance and its measurement  <b>Money market</b>  Types of banks  Money supply. Monetary aggregates  Money supply and demand  Account currency; account currency multiplier  Money market balance  <b>Capital market (financial)</b>  Capital market focus  Demand for long-term securities  Long-term securities offer  Financial market institutions  <b>Labour market</b>  Job offer  Demand for work  Labour market balance  Labour market segmentation  Wage formation in imperfect labour markets</p>

Economic income and labour transfer income

**Foreign exchange market**

Market focus and features of the foreign exchange market

Exchange rate

Foreign exchange market operations

External balance of payments

**Income, consumption and investment**

Production, distribution and use of national income

Consumption and the laws of its evolution

Savings and investments

Multiplier and accelerator principles

**Economic growth and development**

National System of Accounts

Macroeconomic indicators

Economic growth and development

Types of economic growth

**Economic balance and imbalance**

Theory of economic equilibrium - concept, forms, equilibrium conditions, objectives

Forms of economic imbalance

Macroeconomic equilibrium models

**Fluctuations in economic activity**

Cyclicity - form of economic movement

Long cycles and medium-term cycles

The crisis and the causes of cyclical developments

Anti-cyclical policies

**Inflation**

Define

The genesis and nature of contemporary inflation

Causes of inflation

Measuring inflation

Anti-inflation policies

**Employment and unemployment**

Unemployment and its causes

Types of unemployment

Characteristics of unemployment

The effects of unemployment

Measures to reduce unemployment and its effects

**Macroeconomic policies. Political budgetary policy**

Economic policy: concept, content, typology

State budget

Budgetary policy

Tax policy

**Macroeconomic policies. Monetary policy**

Monetary policy

Monetary policy instruments

Monetary policy instruments used in Romania

**Macroeconomic policies. Fiscal policy**

Tax policy

Tax policy instruments

**Seminar:**

	<p>Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.</p> <p>Money market applications and issues.</p> <p>Capital market applications and issues</p> <p>Debates on the particularities of the labour market. Applications.</p> <p>Applications on export and import economic operations.</p> <p>Discussions on the criteria for the decision to invest and the factors that determine the dynamics of investment.</p> <p>Applications on the calculation of macroeconomic indicators.</p> <p>Applications on macroeconomic balances and imbalances.</p> <p>Analysis of the conditions and factors of the current crisis. Debate on necessary economic measures.</p> <p>Comparative analysis between the effects of moderate controlled and strong uncontrolled inflation.</p> <p>Applications on how to calculate unemployment indicators.</p> <p>The state budget in Romania: general characterization of its evolution.</p> <p>Debate on monetary policy in Romania.</p> <p>Review - fixing the knowledge acquired in the first semester and approaching the topic for the exam.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. BUCUR, I., CORNESCU, V., CREȚOIU, Ghe., (2008) - <i>Economics</i>, 2nd edition, Ed. CH Beck, Bucharest;</li> <li>2. COȘA, MIRCEA, MĂRGINEANU, D., (2007) - <i>Microeconomics</i>. Course Notes, Nomina Lex Publishing House, Bucharest;</li> <li>3. DOLȚU, C. - <i>Microeconomics and macroeconomics</i>, ASE Publishing House, Bucharest, <a href="http://www.biblioteca-digitala.ase.ro">www.biblioteca-digitala.ase.ro</a>.</li> <li>4. OPREA, AL., PAPARI, G. (2008) - <i>Political Economy</i>, "Andrei Saguna" Foundation Publishing House, Constanta;</li> <li>5. PAPARI, G., (2022) - <i>Political Economy</i>, Course Summary, "Andrei Saguna" University.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED204	<b>Module title: MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Păun Oana
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students' understanding of the main theoretical foundations of management.</p> <p><b>Specific objectives:</b> Knowledge and application of management functions. Knowledge of the manager's role within the organisational structure. Provide a knowledge base on the efficient use of material, human, financial and information resources.</p>
<b>Content of the module:</b>	<p><b>Course:</b> INTRODUCTORY ELEMENTS IN MANAGEMENT</p> <ul style="list-style-type: none"> <li>▪ Definition of management concept</li> <li>▪ Management evolution</li> <li>▪ Schools in management</li> </ul> <p>INTRODUCTORY ELEMENTS IN MANAGEMENT</p> <ul style="list-style-type: none"> <li>▪ Management functions</li> <li>▪ Management levels</li> <li>▪ Systemic approach to management</li> <li>▪ General management principles</li> </ul> <p>MANAGEMENT FUNCTIONS - Forecasting function</p> <ul style="list-style-type: none"> <li>▪ Meaning, content</li> <li>▪ Forecasting methods</li> <li>▪ Planning</li> <li>▪ Plan, types of plans</li> <li>▪ Week 4</li> </ul> <p>MANAGEMENT FUNCTIONS - Organisational function</p> <ul style="list-style-type: none"> <li>▪ Define</li> <li>▪ Elements of function</li> </ul> <p>MANAGEMENT FUNCTIONS - Organisational function</p> <ul style="list-style-type: none"> <li>▪ Organisational structure</li> <li>▪ Elements of the organisational structure</li> </ul> <p>MANAGEMENT FUNCTIONS - Organisational function</p> <ul style="list-style-type: none"> <li>▪ Development of the organisational structure</li> <li>▪ Types of organisational structures</li> <li>▪ Major organisational problems</li> </ul>

#### MANAGEMENT FUNCTIONS - Organisational function

- Informal organisation
- Components of informal organisation
- Causes of informal organisation
- Week 8

#### MANAGEMENT FUNCTIONS - Coordination function

- Define
- Forms, instruments and procedures
- Communication - supporting coordination

#### MANAGEMENT FUNCTIONS - Coaching-motivation function

- Define
- Motivation - the foundation of the training function
- Week 10

#### MANAGEMENT FUNCTIONS - Control and evaluation function

- Define
- Control and evaluation process
- Types of control

#### MANAGEMENT DECISION

- Definition and role
- Elements of the decision
- Types of decisions

#### MANAGERS AND MANAGEMENT STYLES

- Defining the manager
- Defining characteristics of managers' work
- Typology of management styles

#### LEADERSHIP-UL

- Defining leadership
- The role of leadership

#### LEADERSHIP-UL

- The leadership - management relationship
- Leadership styles

#### **Seminar:**

- Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.
- Analysis of classical management theories.
- Discuss the importance of the foresight function within the form and identify ways to improve.
- Discuss the importance of the organisational function within the form and identify ways of improvement.
- Analysis of the organisational structure and its components.
- Seminar. Testing.
- Analysis of informal organisation and the causes of its emergence. Case study.
- Seminar. Session. Case study.
- Seminar. Discussing the importance of the coaching-motivation function within the form and finding ways to improve.
- Seminar. Analysis of the importance of the control-evaluation function within the form. Applications.
- Application of decision methods in management
- Analysis of different management styles. Applications.

	<ul style="list-style-type: none"> <li>• Analysis of charismatic and traditional leaders. Framing the leader in the main variables of leadership.</li> <li>• Review - fixing the knowledge acquired in the first semester and approaching the topic for the exam.</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Burduş, E., Popa, I., (2014) - <i>Management tests, problems, exercises, case studies, evaluation grids</i>, Pro Universitaria Publishing House, Bucharest;</li> <li>2. Burduş, E., Popa, I., (2018) - <i>Fundamentele managementului organizației</i>, Editura Universitară, București;</li> <li>3. Deac, V., (coord.), (2014) - <i>Management</i>, ASE Publishing House, Bucharest.</li> <li>4. Păun, O., (2022) - <i>General Management - Course summary</i>, electronic format, "Andrei Saguna" University;</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED205	<b>Module title: STATISTICS</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Manu Radu
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> The subject aims to study the management of a database and the use of computer applications in the field of finance and accounting.</p> <p><b>Specific objectives:</b> The course aims to carry out a work/project, assuming with responsibility tasks specific to the role in a multidisciplinary team.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Statistical fundamentals</b>  Definition and role of statistics;  The usefulness of statistics in practice;  Measurement in statistics;  Fundamental statistical concepts: dependent variables and independent variables; continuous variables and discrete variables; descriptive statistics and inferential statistics; parametric statistics and non-parametric statistics; experimental studies and observational studies.</p> <p><b>Descriptive statistics (I)</b>  Overall descriptive statistics  Graphical representation of data</p> <p><b>Descriptive statistics(II)</b>  Descriptive statistical indicators: modulus, median, arithmetic mean;  Indicators of central tendency</p> <p><b>Descriptive statistics(III)</b>  Dispersion indicators: absolute amplitude, relative amplitude, quartile deviation, semi-interquartile deviation, mean deviation, dispersion, standard deviation, coefficient of variation;  Distribution shape indicators;  Distribution extremes.</p> <p><b>Inferential statistics (I)</b>  Standard scores;  Normal (Gaussian) distribution;  Sampling distribution.</p> <p><b>Inferential statistics (II)</b>  Standardised z-scores for samples (groups);</p>

Statistical assumptions and decisions;  
 Single sample z-test;  
 Statistical errors; Statistical test power; Effect size.

**Parametric statistical tests (I)**  
 Testing the difference between the means of two independent samples.

**Parametric statistical tests (II)**  
 Analysis of variance (more than two independent samples);  
 Conceptual framework for unifactorial analysis of variance.

**Parametric statistical tests (III)**  
 Rationale for the ANOVA calculation procedure;  
 Interpretation of the F report.

**Parametric statistical tests (IV)**  
 Post-hoc analysis;  
 T-test for difference between means for dependent samples.

**Testing the association between two variables measured on the same subjects (I)**  
 Linear correlation coefficient (Pearson);  
 Linear correlation.

**Testing the association between two variables measured on the same subjects (II)**  
 Graphical representation of correlation;  
 Calculation of the Pearson linear correlation coefficient;  
 Correlation and causation.

**Testing the association between two variables measured on the same subjects (III)**  
 Linear nature of Pearson correlation;  
 The size of the effect of the correlation coefficient;  
 Coefficient of determination.

**Testing the association between two variables measured on the same subjects (IV)**  
 Confidence limits for the correlation coefficient  $r$ ;  
 The significance of the difference between two correlation coefficients.

**Seminar:**  
 Presentation of the subject sheet, how the laboratories will be carried out, the specific requirements, the material base to be used.  
 Knowledge assessment.  
 Structure of the final note.  
 Basics of statistical introduction and analysis  
 Description of variables. Tables and charts.  
 Numerical description of variables: mean, variance and dispersion  
 Forms of score distribution  
 Standard deviation  
 Relationships between two or more variables. Diagrams and tables.  
 Correlation coefficients. Pearson and Spearman correlation coefficients.  
 Regression. Accurate prediction. Semester testing  
 Standard error. t-test. Comparison of two samples of correlated/related purposes.  
 T-test. Comparison of two samples of uncorrelated/unrelated scores.  
 Performing t-test for independent samples. Interpretation of the output.  
 Reporting the output.  
 Chi-Square test. Differences between sample frequencies.  
 Recode variables



	<p>Calculation of new variables Summary</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Anderson D., Sweeney D., Williams T., <i>Statistics for Business and Economics</i>, Thomson South Western, 2008;.</li> <li>2. Ghiță S., <i>Statistics</i>, Meteor Press, Bucharest, 2006.</li> <li>3. Isaic-Maniu Al., Mitruț C., Voineagu V., <i>Statistics</i>, University Publishing House, Bucharest, 2003.</li> <li>4. Țițan, E., <i>Statistics. Theory and applications in the tertiary sector</i>, Meteor Press, Bucharest,</li> <li>5. Voineagu V., Țițan E., <i>Sondaje și anchete</i>, Editura Fundației "Andrei Șaguna", Constanța 2004, (vol. I and II);</li> <li>6. Voineagu V., Țițan E., Ghiță S., Boboc C., Todose D., <i>Statistics. Theoretical foundations and applications</i>, Editura Economică, Bucharest, 2007.</li> <li>7. Wonnacott T.H., Wonnacott R.J., <i>Statistique, Economica</i>, Paris, 1995;</li> <li>8. Manu, R., <i>Course summary</i>, "Andrei Saguna" University, 2022.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED206	<b>Module title: EUROPEAN ECONOMY</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Păun Oana
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 14
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 97
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> European Economics complements the education of economics students with the formation of a scientific concept necessary to understand the phenomena and processes taking place in the EU.</p> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>- Presentation of the conceptual framework of the European economic system</li> <li>- Knowledge of the historical process of European economic integration</li> <li>- Presentation of the microeconomic and macroeconomic aspects of the European economy and how to base and implement common policies.</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b> <b>A BRIEF HISTORY OF EUROPEAN INTEGRATION</b></p> <ul style="list-style-type: none"> <li>- The Forties: The Marshall Plan</li> <li>- The Fifties: EURATOM</li> <li>- The Sixties: Britain's accession</li> <li>- The seventies: European Monetary System</li> <li>- The Eighties: the single European market</li> <li>- The nineties: Treaty of Union</li> <li>- 1 January 2002: fictitious currency</li> </ul> <p><b>ECONOMIC GROWTH AND DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>- National System of Accounts</li> <li>- Macroeconomic indicators</li> <li>- Economic growth and development</li> <li>- Types of economic growth</li> </ul> <p><b>ENLARGEMENT OF THE EUROPEAN UNION</b> <b>EUROPEAN UNION STATISTICS TODAY</b> <b>EUROPEAN UNION INSTITUTIONS</b></p> <ul style="list-style-type: none"> <li>- European Parliament</li> <li>- European Council</li> <li>- Council of the European Union</li> <li>- European Commission</li> </ul>

- European Central Bank
- European Court of Auditors
- European Investment Bank

**ADVANCED INTEGRATION. CONVERGENCE AND THE OPTIMUM CURRENCY AREA**

- Convergence and convergence criteria
- Optimum currency area

**THE EUROPEAN SOCIAL MODEL, SUSTAINABLE DEVELOPMENT AND REGIONALISATION**

- The European social model
- Sustainable development
- Regionalisation

**ECONOMIC SITUATION AND IMMEDIATE PROSPECTS OF ECONOMIC AND MONETARY UNION**

- Labour market
- Wages in European Union countries

**EUROPEAN UNION POLICY FRAMEWORK**

- Economic policies

**EUROPEAN UNION POLICY FRAMEWORK**

- Monetary and fiscal policies

**EUROPEAN UNION POLICY FRAMEWORK**

- Budgetary policy and the EU budget

**EUROPEAN UNION POLICY FRAMEWORK**

- Structural policies

**PROSPECTS FOR THE EUROPEAN UNION AND THE EURO**

- Financial performance
- Extension
- Monetary Union

**ECONOMIC STRATEGIES OF THE EUROPEAN UNION**

- Europe 2020 Strategy

**ECONOMIC STRATEGIES OF THE EUROPEAN UNION**

- Planning for 2021-2027
- Discussing the most important aspects of the material taught
- Review of the material prepared for the exam

**Seminar:**

- Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.
- Macroeconomic indicators.
- Analysis of EU statistics today.
- Debates on the institutions of the European Union.
- Labour market. Wages in EU countries
- Debates on EU economic policies.
- The European social model. Sustainable development.
- Regionalisation
- Debates on EU monetary and fiscal policies.
- Analysis of the conditions and factors of the current crisis. Debate on necessary economic measures.
- Budgetary policy and the EU budget.
- EU structural policies.
- European Union Economic Strategies: Planning for 2021-2027

	<ul style="list-style-type: none"> <li>• Romania's National Recovery and Resilience Plan approved by the EU Council</li> <li>• Review - fixing the knowledge acquired in the first semester and approaching the topic for the exam.</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Andrei, C., (2019) - <i>European Economy</i>, Economica Publishing House, Bucharest;</li> <li>2. Milea, O., (2018) - <i>European Economy</i>, University Publishing House, Bucharest;</li> <li>3. Păun, O., (2022) - <i>European Economy</i>, Lecture notes in electronic format, "Andrei Saguna" University;</li> <li>4. <a href="https://www.europarl.europa.eu/portal/ro">https://www.europarl.europa.eu/portal/ro</a></li> <li>5. <a href="https://ec.europa.eu/info/index_ro">https://ec.europa.eu/info/index_ro</a></li> <li>6. <a href="https://ec.europa.eu/info/departments/eurostat-european-statistics_ro">https://ec.europa.eu/info/departments/eurostat-european-statistics_ro</a></li> <li>7. <a href="https://europa.eu/european-union/about-eu/figures/living_ro">https://europa.eu/european-union/about-eu/figures/living_ro</a></li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> SED207	<b>Module title: ERP LABORATORY</b>
<b>Level/semester:</b>	first level/semester II
<b>Professor:</b>	Munteanu Iuliana Gabriela
<b>Credit hours:</b>	<b>Thereof lecture hours:</b>
	<b>Thereof practical hours: 56</b>
	<b>Thereof self-study hours: 69</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Use a virtual workspace for dedicated CRM startups, require participants to make decisions and provide feedback on the impact of decisions, simulate organizational functions, allow simulation by market segment</p> <p><b>Specific objectives:</b> Students will be trained to use a computer system as efficient as possible so that they know how to manage a company in the economic-financial and human resources fields.</p>
<b>Content of the module:</b>	<p><b>Laboratory:</b>  <b>Record documents - bank relations</b>  Deposit of share capital,  Filling in forms for opening an account,  Filling in forms for specimen signature,  Completion of cash deposit sheet,  Filling payment orders,  Complete DVPE,  Completion of the financial identification form.  <i>Banking apps: George, neoBT. Otpdirect; youbrd</i></p> <p><b>Completion of primary records documents - suppliers-customers</b>  Complete:</p> <ul style="list-style-type: none"> <li>• tax invoice,</li> <li>• N.I.R.,</li> <li>• Receipt report for fixed assets,</li> <li>• consumption voucher,</li> <li>• warehouse sheet,</li> </ul> <p><b>Tax obligations - state budget and social security budget</b>  <i>ANAF portal: SPV; electronic declarations:</i></p> <p><b>WEB SPV</b>  <i>Use ANAF website</i>  <a href="#">e-Invoice Register</a>  <i>Use ANAF website</i></p> <p><b>VAT returns: 300 and 394</b>  <i>Use ANAF website</i></p> <p><b>Inventory of heritage</b>  Inventory decision,</p>

	<p>Inventory regulation, Inventory sheets.</p> <p><b>Tax obligations to the local budget</b></p> <p>Fiscal calendar, Declaration and payment deadlines, <i>SPIT online</i></p> <p><b>Electronic fiscal cash registers (cash registers)</b> <i>Models and instructions for use</i> <i>Use ANAF website.</i></p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Mitea, Neluța - <i>Basics of Accounting</i> - Lecture Notes;</li> <li>2. Tomescu Raluca - <i>Business Law</i> - Lecture Notes;</li> <li>3. <a href="http://www.onrc.ro">www.onrc.ro</a></li> <li>4. <a href="http://www.anaf.ro">www.anaf.ro</a></li> <li>5. <a href="http://www.reges.ro">www.reges.ro</a></li> <li>6. <a href="http://www.spit-ct.ro">www.spit-ct.ro</a></li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

## Management II/3

<b>Module number:</b> IGC301	<b>Module title: FINANCIAL ACCOUNTING 1</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Mitea Neluta
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Learning and forming value judgments on the interpretation of economic phenomena concerning transactions taking place in entities. Knowledge and application of the national accounting system in the implementation of accounting practices.</p> <p><b>Specific objectives:</b> To deal with theoretical, methodological, instructive, applicative and fiscal aspects in a harmonious way in order to understand and find the right solutions, as appropriate for each problem; Training of an economic thinking oriented towards the efficient and rigorous management of the resources separated from assets and the skills necessary for the "production" and use of accounting information in the management activity of companies;</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Basic issues of financial accounting organisation</b></p> <ol style="list-style-type: none"> <li>a. Definition and purpose of financial accounting</li> <li>b. The object of management accounting</li> <li>c. Tasks in the organisation of the accounting service.</li> <li>d. Accounting documents and records.</li> </ol> <p><b>Capital - part one</b> <b>Definition and classification of capital</b> <b>Recognition and valuation of capital</b> <b>Share capital</b> - definition, content, accounts and accounting function <b>Ways of increasing and decreasing share capital</b></p> <p><b>Capital - part two</b></p> <ol style="list-style-type: none"> <li>a. Equity premiums: definition, classifications, description</li> <li>b. Reserves: definition, classifications, description, reassessment</li> <li>c. Retained earnings: definition, classifications, description</li> </ol>

- d. Profit for the year and profit distribution: definition, classifications, description

**Provisions and long-term loans**

- a. Provisions: definition, classifications, description, accounts
- b. Loans from bond issues: definition, classifications, description, accounts
- c. Long-term loans and other long-term debts, accounts

**Fixed assets**

- a. Fixed assets, definition, classifications, description
- b. Recognition and revaluation of fixed assets
- c. Fixed assets documents

**Description of fixed assets**

- a. Intangible assets, definition, listing, description
- b. Tangible fixed assets, definition, listing, description
- c. Financial assets, definition, listing, description
- d. Adjustments for impairment of fixed assets, definition, description

**Depreciation of tangible fixed assets**

- a. Concept and forms of depreciation
- b. Methods of depreciation

**Stocks - part one**

- a. Stocks, definition, classifications, description
- b. Stock recognition and valuation
- c. Stock documents

**Stocks - part two**

- a. Raw materials and materials, definitions, listing, description
- b. Work in progress and production, definitions, listing, description
- c. Stocks held with third parties and goods, definitions, listing, description
- d. Packaging, definition, listing, description

**Settlements with third parties**

- a. Definition, classification of settlements with third parties
- b. Supplier and customer settlements, description, accounts
- c. Staff settlements, description, accounts
- d. State budget settlements, description, accounts
- e. Grants receivable, definition, description, accounts

**Treasury**

- a. Treasury definition and classification
- b. Short-term financial investments, description, accounts
- c. Bank account settlements - description, accounts
- d. Home account settlements - description, accounts
- e. Treasury credits and advances - definitions, description, accounts
- f. Adjustments for impairment of treasury accounts

**Expenditure**

- a. Definition and classification of expenditure
- b. Recognition and measurement of expenditure
- c. Description of expenditure, related accounts

**Income**

- a. Definition and classification of income
- b. Revenue recognition and valuation
- c. Description of income, related accounts



	<p><b>Year-end closing works</b></p> <ol style="list-style-type: none"> <li>Annual financial statements - definition, content - structure</li> <li>Steps prior to the preparation of the annual financial statements</li> <li>Preparation and publication of annual financial statements</li> </ol> <p><b>Seminar:</b></p> <p><b>Introductory seminar:</b> presentation of the subject sheet, how the seminars will be conducted, the specific requirements (e.g. reports), the material base to be used, the assessment module.</p> <p>The role and importance of accounting - interactive discussions.</p> <p><b>Presentation of the Law no. 31/1990</b> on companies, republished with subsequent amendments and additions.</p> <p>Debates and applications on share premiums when increasing share capital.</p> <p>Reserve <b>discussions</b> and applications with ways to calculate the revaluation reserve.</p> <p><b>Discussions and applications</b> on the result of the year and profit distribution.</p> <p><b>Debates and applications</b> on provisions.</p> <p><b>Discussions and applications</b> on the recognition and revaluation of fixed assets.</p> <p><b>Debates and applications</b> on depreciation of fixed assets.</p> <p><b>Applications</b> on the valuation of stocks on exit.</p> <p><b>Stock records.</b></p> <p><b>Drawing up a payroll statement.</b></p> <p><b>Settlement of a cash advance.</b></p> <p><b>Debates with preparation of a report of your choice: O.M.F.P. 1802/2014</b> for the approval of the Accounting Regulations on individual annual statements and consolidated financial statements, <b>M.Of 963 / 30.12.2014.</b></p> <p><b>Preparation of a trial balance and profit and loss account.</b></p> <p><b>Preparation of a trial balance and balance sheet.</b></p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>DUMITRU Grațiela Corina - <i>Accounting and Financial Reporting</i>, CECCAR 2021 Publishing House</li> <li>MITEA, Neluța - <i>Financial Accounting</i>, "Andrei Saguna" Foundation Publishing House, Constanta, 2008</li> <li>MITEA, Neluța - <i>Lecture notes</i>, electronic format - 2021</li> <li>MUNTEANU Victor - <i>Financial Accounting of the Enterprise</i>, University Publishing House, 2017</li> <li>*** <i>O.M.F.P. 1802/2014 for the approval of the Accounting Regulations on individual annual statements and consolidated financial statements.</i> M.Of 963 / 30.12.2014</li> <li>*** <i>Law No 31/1990 on companies No 31/1990</i>, republished</li> <li>*** <i>Accounting Law 82/1991</i> republished</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> IGC302	<b>Module title: ETHICS AND DEONTOLOGY</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Mircica Nela
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 14
	<b>Thereof practical hours:</b> 0
	<b>Thereof self-study hours:</b> 61
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> The course will involve a minimum amount of reading in order to familiarise yourself with the main theoretical concepts. The seminar is built around practical applications, involving individual and team work.</p> <p><b>Specific objectives:</b> Familiarisation with a conceptual apparatus and language that will raise their level of understanding of specific business ethics issues. Learning interpreting skills to stimulate their critical thinking and professional development, to successfully use certain communication techniques and strategies. Identify business ethics case studies that stimulate their critical thinking and professional development</p>
<b>Content of the module:</b>	<p><b>Course:</b> Ethical implications of the business concept. Business ethics as applied ethics. Defining ethics Concepts of ethics Moral norms and values; morality and legality in business. The structure of moral values The specifics of moral norms Fundamental ethical theories and their implications for business I. Religious ethics Utilitarianism Deontologism Fundamental ethical theories and their implications for business II. comparative evaluation of utilitarianism and deontologism virtue ethics Competence and ethical consistency. Theory of incompatibility between business and ethics The free market perspective Competition and cooperation in business. Informed consent Shareholders and stakeholders</p>

Corporate social responsibility theory.  
The concept of moral responsibility applied to business.  
social responsibility pyramid  
Specific ethical issues in business; employers and employees.  
Discrimination  
Occupational safety and health  
Employee's right to privacy  
Ethical issues concerning the pay system)  
Specific ethical issues in business; firms and consumers.  
Pricing policies,  
Product safety and consumer information  
Ethical issues in advertising and marketing  
Marketing ethics.  
Public perception of marketing ethics  
Business culture  
Ethical issues and the marketing mix  
Trends towards increasing ethical awareness in marketing  
The relevance of globalisation for business ethics.  
Cultural aspects  
Legal aspects  
Ethical issues specific to international economic affairs.  
Multinational companies and human rights  
Multinational companies and corruption  
Ethical issues related to the workforce  
The ethical issue of product quality and safety  
Ethical issues on environmental protection  
The situation of ethical management in Romania.  
State of development of ethics management in Romania

**Seminar:**

Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.  
Morality and legality in business. Explanations and examples.  
Religious ethics. Text analysis.  
Analytical paradigms and possible interpretative conflicts between utilitarianism, rights ethics and virtue ethics.  
Deontologism. Comparative analysis.  
Morals and ethical dilemmas. Examples and debates  
Institutional competitiveness and its ethical aspects. Reinforcement of concepts through examples.  
Ethical conduct of multinational companies - debates.  
Employers and employees. Rights and obligations - debates.  
Companies and consumers between legislation and morality - debates.  
Analysis of business situations from a free market perspective.  
Influences of globalisation on business and business ethics - debates.  
Ethical perspectives in international business - debates.  
Some ethical issues in international business. Case study.  
Ethical issues in Romanian business - debates.

**Bibliography:**

1. CRĂCIUN, Dan, (2012), *Business ethics. Basic concepts and principles. Theory and cases*, ASE Publishing House, Bucharest.

	<ol style="list-style-type: none"> <li>2. CRISAN, Camelia, (2013), <i>Corporations and Society. Corporate responsibility between voluntary act and obligation</i>, Tritonic Publishing House, Bucharest.</li> <li>3. MORAR, Vasile; CRĂCIUN, Dan; MACOVICIUC, Vasile, (2017), <i>Ethics in business Concepts, theories, moral situations</i>, Paideia Publishing House, Bucharest.</li> <li>4. Shaw, William, (2016), <i>Business ethics</i>, Cengage Learning, Boston, USA.</li> <li>5. Bortun, Dumitru (coord.), (2012), <i>Corporate Social Responsibility</i>, Tritonic Publishing House, Bucharest.</li> <li>6. MORAR, Vasile, (2012), <i>Ethics in business and politics. Elementary morality and social responsibility</i>, University of Bucharest Publishing House, Bucharest.</li> <li>7. BĂGU, Dragoș, (2014), <i>Ethics in business: conceptual structures and applications</i>, ASE Publishing House, Bucharest.</li> <li>8. GURGU, Elena, (2018), <i>Ethics in Business</i>, Romania of Tomorrow Foundation Publishing House, Bucharest.</li> <li>9. JENNINGS, Marianne, (2015), <i>Business, ethics: case studies and selected readings</i>, Cengage Learning, Mason, USA.</li> <li>10. POTINCU, Laura, POTINCU, Cristian-Romeo, (2019), <i>Ethics in business and corporate social responsibility - second edition</i>, C.H. Beck Publishing House, Bucharest.</li> <li>11. MIRCICĂ, Nela, (2020), <i>Course summary - Ethics in business</i>, "Andrei Șaguna" University, Constanta.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> IGC304	<b>Module title: MARKETING</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Nicorescu Elisabeta
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 14
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 47
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> General knowledge of marketing, the role of marketing in the management of the firm, the internal environment of the firm in terms of management of labour and capital resources, cost reduction and profit making. The seminar is built around practical applications, involving individual and team work</p> <p><b>Specific objectives:</b> General knowledge about the external environment of the company: the market of the product or service, competition; Marketing research design, methods and techniques for collecting and analysing marketing information, market research and marketing forecasting; Acquire knowledge of pricing, distribution and product promotion policies to keep the company in the market under competitive conditions.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Introduction to marketing</b>  Definitions and functions of marketing  Fundamental marketing concepts  The role of marketing in business  <b>Areas and specialisations of marketing</b>  Universality of marketing  Marketing specialisation  Marketing in non-economic areas.  <b>Marketing environment</b>  Analysis of the marketing environment: the marketing micro-environment and the marketing macro-environment  Operational marketing  <b>The market in marketing vision</b>  Market-related concepts  Consumer market segmentation  Evaluation and choice of market segments  Consumer <b>behaviour</b>  Conceptual definitions  Factors influencing consumer behaviour  <b>Direct marketing and telemarketing</b></p>

Direct marketing; general elements  
 Telemarketing - advantages and disadvantages  
 Digital marketing

**Marketing mix**  
 Components of the marketing mix  
 Conceptual definitions: product, price, distribution, promotion;

**Marketing policy**  
 Market strategies  
 Product policy: components, product range.

**Pricing policy**  
 Definition and interpretation-internal and external factors in pricing decisions.  
 Developing pricing strategy

**Distribution policy**  
 Distribution channels, Content and typology of distribution circuits  
 Distribution strategies

**Promotion policy**  
 Advertising and publicity  
 Range of promotional means: promotional strategies.

**Marketing decision making**  
 Organisation and management of marketing activities. Marketing in entrepreneurial development.  
 The DECIDE model

**Marketing research**  
 Marketing research as a process  
 Typology of marketing research

**Stages of the research process**  
 Research phases. Choice of research methods. Qualitative studies

**Seminar:**

1. Presentation of the subject sheet, how the seminars will be conducted, the specific requirements, the material base to be used
- 2.Areas and specialisations of marketing  
 Application of marketing in different fields: promotional means
- 3.Discussion on the analysis of the marketing micro and macro environment of a known firm.
- 4.Applications on market targeting strategies.
- 5.Discussions on buying behaviour;
- 6.Applications on how 2 well-known companies use direct marketing, based on the analysis of brochures and catalogues with offers
- 7.Marketing mix applied to a commercial company
- 8.Application on the distribution of products and brands by ranges, lines, articles and models for an economic unit;
- 9.Applications of pricing strategies used for different products offered by a firm
- 10.Application on distribution channels used to sell different categories of products;
- 11.Application on the use of promotional strategies .
- 12.Discussions and debates on making a marketing decision;  
 Simulate a marketing decision, following the steps outlined in the DECIDE model
- 13.Practical application of using a questionnaire and simulating a market research

	<p>14. Research methods and techniques. Course review.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"><li>1. Kotler, P., &amp; Armstrong, G. (2008) <i>Principles of marketing</i>. Bucharest: Editura Teora. Edition a-IV-a.</li></ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> IGC305	<b>Module title: ENGLISH</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Sunda Irina
<b>Credit hours:</b>	<b>Thereof lecture hours: 0</b>
	<b>Thereof practical hours: 28</b>
	<b>Thereof self-study hours: 47</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b>  Learning the basic grammatical structures of English;  Accumulating and fixing vocabulary fundamentals;  Develop the ability to receive written and oral messages;  Develop written and oral expression skills.</p> <p><b>Specific objectives:</b>  Knowledge and ability to use correctly the grammatical structures studied;  Knowledge and use of the vocabulary studied;  Ability to express coherent, well-organised information orally or in writing and linguistically correct;  Ability to decipher correctly the meaning of a text, the degree of difficulty of which is in line with the level of the course;  Ability to interpret correctly the information contained in a verbal message, the degree of difficulty of which is consistent with the level of the course.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  Present Simple versus Present Continuous.  Past Simple (regular/irregular verbs). USED TO.  Past Continuous.  Present Perfect Simple.  The Future - Future Simple, BE GOING TO.  Revision (theory and practice)  Relative Pronouns. Relative Adverbs.  Possessives. BOTH, NEITHER, ALL/NONE.  Modal verbs - CAN, COULD, BE ABLE TO.  Modal verbs - MUST, HAVE TO, NEEDN'T.  The Infinitive. TOO / ENOUGH.  SOME / ANY / NO. A LOT OF / MUCH / MANY.  Revision (theory and practice)  General Revision (theory and practice)</p> <p><b>Seminar:</b>  Present Simple versus Present Continuous. Vocabulary practice.</p>



	<p>Past Simple (regular/irregular verbs). USED TO. Vocabulary practice.  Past Continuous. Vocabulary practice.  Present Perfect Simple. Vocabulary practice.  The Future - Future Simple, BE GOING TO. Vocabulary practice.  Revision (theory and practice)  Relative Pronouns. Relative Adverbs. Vocabulary practice.  Possessives. BOTH, NEITHER, ALL/NONE. Vocabulary practice.  Modal verbs - CAN, COULD, BE ABLE TO. Vocabulary practice.  Modal verbs - MUST, HAVE TO, NEEDN'T. Vocabulary practice.  The Infinitive. TOO / ENOUGH. Vocabulary practice.  SOME / ANY / NO. A LOT OF / MUCH / MANY. Vocabulary practice.  Revision (theory and practice)  General Revision (theory and practice)</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Virginia EVANS, Jenny DOOLEY, Grammarway I, Ed. Express Publishing, Newbury, 2011.</li> <li>2. Virginia EVANS, Jenny DOOLEY, Reading and Writing Targets 1, Ed. Express Publishing Press, Newbury, 1998.</li> <li>3. L.G. ALEXANDER, Longman English Grammar, Ed. Longman Group UK Limited, London, 1994.</li> <li>4. L.G. ALEXANDER, Longman English Grammar Practice, Ed. Longman Group UK Limited, London, 1991.</li> <li>5. J. THOMSON, A. V. MARTINET, A Practical English Grammar, Ed. Oxford University Press, Oxford, 1994.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> IGC306	<b>Module title: BUSINESS MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Păun Oana
<b>Credit hours:</b>	<b>Thereof lecture hours: 28</b>
	<b>Thereof practical hours: 28</b>
	<b>Thereof self-study hours: 56</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Acquiring knowledge of management mechanisms and systems.</p> <p><b>Specific objectives:</b> Development and implementation of business strategies and policies. Rationale, decision making and implementation for organisations of low complexity (as a whole or by component). Analysing managerial processes using appropriate methods and techniques. Explaining the role of the manager and the qualities needed to carry out management work.</p>
<b>Content of the module:</b>	<p><b>CURS:</b> <b>Business concept, business firm, business management.</b> Business concept, characteristics and stages of a business. Business firm: concept, social responsibility of the business firm. Business management: concept, defining elements, features. <b>The process of setting up a business (business plan)</b> Concept and need for the business plan Content of the business plan (I) <b>The process of setting up a business (business plan)</b> Content of the business plan (II) <b>Company strategy</b> The concepts of strategy, strategic management and firm policy. Strategy components: mission, strategic objectives, strategic options, resources, timelines. The process of formulating the organisation's strategy Strategic analysis of the competitive environment Competitive advantage <b>Business enterprise management system</b> <b>Organisational subsystem (I)</b> Procedural organisation Functions of the firm <b>Organisational subsystem (II)</b> Structural organisation</p>

Elements of structural organisation

**Information subsystem**

Importance of the information system

Information system components

**Decision-making subsystem**

The concept of decision and decision-making process

Primary factors of managerial decision

**Methodological-managerial subsystem of the firm**

Definition and main components of the methodological-managerial subsystem

General systems and methods

Specific methods and techniques

**Human resources management subsystem**

Human resources policy

Human Resources Management

**The concept of organisational culture (I)**

Defining the organisational culture of the company

Modes of manifestation (I)

**The concept of organisational culture (II)**

Modes of manifestation(II)

Management culture

**Managers and leadership (I)**

Managers

Defining managers

Manager-subordinate relationship

Manager competence

Managerial types and styles

**Managers and leadership (II)**

Leadership

Definition and content

Leadership-management relations

Determinants of leadership

Leadership styles

**Seminar:**

**Presentation of the subject sheet**, how the seminars are conducted, specific requirements.

Steps to setting up a business. Social responsibility of the business enterprise.

**Business plan (I).**

**Business plan (II).**

Company strategy and its components

**Porter model.**

**Functional organisation at the business firm level.**

**Structural organisation at the level of the business firm.**

**Workshop for the preparation of the job description, organisation chart**

**Typological framing of managerial decisions.**

**Analysis of different management methods and techniques. (I)**

**Analysis of different management methods and techniques. (II)**

**Organisational culture, ways of manifestation.**

**Management culture.**

**Leadership styles.**

**Review of the concepts taught during the semester.**

	<p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. BURDUȘ, E., (2012) - <i>Management Treatise</i>, Universul Juridic Publishing House</li> <li>2. DEAC, V., coord., (2014) - <i>Management</i>, ASE Bucharest Publishing House</li> <li>3. DEAC, V., coord., (2013) - <i>Management</i>, ASE Bucharest Publishing House</li> <li>4. NICOLESCU, O., Verboncu, I., (2008) - <i>Fundamentele managementului organizației</i>, Editura Universitară, București</li> <li>5. PĂUN, O., (2021) - <i>Course notes</i>, Andrei Saguna University, Constanta.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> M306	<b>Module title: PUBLIC SERVICE MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Munteanu Iuliana Gabriela
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> To develop students' knowledge and skills in the field of public management and public service delivery, based on the theoretical understanding of applicable scientific concepts, approaches and methods and the development of the ability to understand the practical organisation and operation of public services.</p> <p><b>Specific objectives:</b> Learning the main concepts, theoretical approaches and methods specific to public services. Developing the capacity for analysis and synthesis of public service management. Knowledge, understanding and appropriate use of fundamental concepts in public service management. Knowledge of management techniques in public services. Increased motivation to approach management techniques in public services. To develop the student's ability to understand the organisation and functioning of a public institution with the aim of competitive business management. Understand the specifics of public service providers in terms of organising and evaluating the decision-making process.</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Public services - an introduction</b> Public administration - general aspects. Public administration structures - public administration authorities, public services. Relations between public authorities and citizens. <b>Management of public services - introductory concepts</b> Public management - concept. Characteristics of public management. Principles of public management. Functions of public management. <b>Public services</b></p>

Public services system.  
Typology of public services.  
Legal regime of public services.  
**Organisation and functioning of public services**  
Principles of organisation and functioning of public services.  
Centralisation, decentralisation and autonomy in the organisation of public services.  
**Central and local public services**  
Relationships that are established between public services.  
Central state public services.  
Local public services.  
**Public services offered by non-governmental organisations or provided by economic agents**  
Non-governmental organisations - legal framework, functioning.  
Economic agents - public service providers.  
Public Private Partnership - concept, typology.  
**Organisational system of public service management**  
The notion of organisation - criteria and forms.  
Organisational structure.  
Organisational documents.  
**Methods and techniques specific to public administration management**  
Methods and techniques in public administration management.  
New public management.  
**Public service management decision-making system**  
Decision mechanisms.  
Classification of decisions.  
Participants in decisions taken at the different levels of government.  
**European policies and funding to improve the quality of public services (I)**  
European policies.  
Institutions and functioning.  
**European policies and funding to improve the quality of public services (II)**  
Financial allocation and operational programmes in the 2014-2020 programming period.  
Financial allocation and operational programmes in the programming period 2021-2027.  
**Improving the quality of public services through projects**  
Specific methodologies.  
Developing a project.  
Innovation in public services.  
**Performance and quality of public services**  
Performance measurement.  
Self-assessment.  
**The system of performance indicators for public services.**  
**Seminar:**

- Public administration and citizens. Presentation of the subject sheet, how the seminars will be conducted, the specific requirements, the material base to be used.
- Public management. Working in teams and presenting a seminar topic. Information sources - use, selection, critical analysis.

	<ul style="list-style-type: none"> <li>- Types of public services. Division into work teams. Choosing topics for each team and scheduling them for the seminar.</li> <li>- Organisation of public services. Applicable legislation - legal databases, regulations. Presentation by teams.</li> <li>- Public services - education. Presentation from the teams.</li> <li>- Public services provided by private providers - social. Presentation from the teams.</li> <li>- Community Utilities Services. Presentation from the teams.</li> <li>- Public management - trends. Presentation from the teams.</li> <li>- Relations between central and local government.</li> </ul> <p>Decisions in public administration.</p> <ul style="list-style-type: none"> <li>- European funding in the 2014-2020 programming period. Examples of projects.</li> <li>- European funding in the 2021-2027 programming period.</li> <li>- Performance in public services. Innovation.</li> <li>- Ethics. Pros and cons of management. Recap.</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Alexandra, Ioan, ( 2008), <i>Treatise on Public Administration</i>, Universul juridic, Bucharest;</li> <li>2. Androniceanu, Armenia, (2008), <i>Noutăți în managementul public</i>, Editura Universitară, Bucharest;</li> <li>3. Flynn, N., (2007), <i>Public Sector Management</i>, SAGE Publications;</li> <li>4. Grigoruță-Bedrule, Maria Viorica, (2007), <i>Management of Public Services</i>, Tehnopress Publishing House;</li> <li>5. Iordan Nicola, (2010), <i>Management of Local Public Services</i>, C.H. Beck Publishing House, Bucharest;</li> <li>6. Marinescu Gabriela, (2007), <i>Modern Public Management</i>, Tehnopress Publishing House;</li> <li>7. Matei Lucica, (2009), <i>Public Management</i>, 2nd edition, Economica Publishing House, Bucharest;</li> <li>8. Plumb, Ion, Androniceanu, Armenia, Abăluță, Oana, (2005), <i>Management of Public Services</i>, ASE Publishing House, Bucharest;</li> <li>9. <i>Adding Value to Critical Public Services Management</i>, in <i>Making Public Services Management Critical</i>, edited by Graeme Currie, Jackie Ford, Nancy Harding and Mark Learmonth, Routledge, 2009;</li> <li>10. <i>Public and Social Services in Europe From Public and Municipal to Private Sector Provision</i>, The Governance <u>and</u> Public Management Series, Wollmann H., Koprlic I., Marcou G. Editors, 2016.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> MX307	<b>Module title: ORGANISATIONAL BEHAVIOUR</b>
<b>Level/semester:</b>	first level/semester III
<b>Professor:</b>	Peta Caesar
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> The discipline aims to systematically study the attitudes and behaviors of individuals and groups in organizations, by forming a knowledge base on personality, perception, values, attitudes and job satisfaction, all seen through the lens of the Romanian organizational environment.</p> <p><b>Specific objectives:</b> The course aims to develop the ability to anticipate and model behaviours that occur in organizations by deepening leadership and interpersonal communication skills, but also by acquiring skills and abilities to operate and integrate basic theories, concepts and models related to organizational behaviour (roles, status, motivation, leadership, group behaviour, decision making, group communication, teamwork, etc.).</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Organisational behaviour - an introduction</b>  Organisational behaviour - definition.  The field of study of organisational behaviour.  Framework organisation of work.  <b>Learning and personality (I)</b>  Definition of learning and its particularities.  Personality and work behaviour.  <b>Learning and personality (II)</b>  Personality types and their influences on the work process.  <b>Perception and attribution (I)</b>  Defining perception.  The role of perception in organisations.  <b>Perception and attribution (II)</b>  Defining attribution.  Attribution and its role in perceiving the causes of work behaviour.  <b>Values and attitudes</b>  Defining values.  Defining, forming and changing attitudes.  Job satisfaction and its factors.  <b>Motivation and work behaviour</b></p>



Psychological approaches to motivation.  
Conceptual approaches to work motivation.

### **Groups and team (I)**

Definition of groups.  
Types of groups; role.

### **Groups and team (II)**

Team and teamwork.  
Similarities and differences between group and team.

### **Leadership**

Definition and features.  
Spontaneous leader and designated leader behaviour.  
Participatory and transformational leadership.

### **Leadership styles**

Theories about driving styles.  
Typology of leadership styles.

### **Organisational culture**

Types of organisational cultures.  
Factors influencing organisational culture.

### **Organisational structure**

Defining the organisational structure.  
Elements of organisational structure.  
The relationship between the size of the organisation and its structure.

### **Organisational communication**

Internal communication in the organisation.  
Formal communication.  
Informal communication.

### **Seminar:**

Presentation of the subject sheet, how the seminars will be conducted, the specific requirements and the material base to be used. Approaches to organisational behaviour.

Personality and work behaviour.

Personality types and their influences on the work process.

Characteristics of the perceived person. Situational characteristics.

Characteristics of the perceiver.

Differences in perception and their importance in influencing work behaviour.

Factors that determine job satisfaction.

The relationship between motivation and performance.

Team and teamwork.

Team assessment.

Qualities of a leader. Differences between leaders.

Semester testing

Organisational cultures and subcultures -examples.

Presentation of organisational structures and discussion on how to improve them.

Advantages and disadvantages of different communication strategies.

Recap.

### **Bibliography:**

1. MOLDOVEANU, George - *Organizational Analysis and Behavior*, Editura Economică, Bucharest, 2010.

	<ol style="list-style-type: none"> <li>2. PEȚA, Cezar - <i>Organizational Behavior</i>, lecture notes, electronic format, 2019;</li> <li>3. POPESCU, I. Doina - <i>Organizational Behavior</i>, ASE Publishing House, 2010;</li> <li>4. VLĂSCEANU, Mihaela - <i>Organizations and Organizational Behavior</i>, Polirom Publishing House, Iasi, 2007;</li> <li>5. NICA, Elvira, <i>Elaboration and use of case studies in MRU</i>, Editura Economică, Bucharest, 2010.</li> <li>6. VLĂSCEANU, Mihaela - <i>Organizations and Organizational Behavior</i>, Polirom Publishing House, Iasi, 2007;</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

## Management II/4

<b>Module number:</b> M401	<b>Module title: NEGOTIATION AND MEDIATION TECHNIQUES</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Nicorescu Elisabeta
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> The acquisition of a significant amount of economic knowledge, the training of specialists with their own system of thought and action, capable of finding optimal solutions for the efficient functioning of the national economic system, the system and the negotiation relations in particular. To create and develop skills in the use of tools and methods for their application in practice</p> <p><b>Specific objectives:</b> Knowledge of concepts and notions related to negotiation; Understanding the factors that influence the development of relationships in negotiation; Explain and interpret the place and role of negotiation in economic activities; Knowing, understanding and interpreting the particularities of negotiation methods and techniques</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>General elements of negotiation</b> Definitions Scientific approaches <b>Communication in negotiation</b> Specific elements of communication Building interpersonal relationships The paraverbal message <b>Types of negotiation</b> Negotiation - a scenario Types of negotiation <b>Negotiation strategies</b> Types of negotiation strategies <b>Behaviour of the negotiator and/or mediator</b> Personality of the negotiator Factors on which bargaining power depends Mediators' approaches <b>Conflict mediation</b> Mediation forms and procedures Mediation contract Mediation strategies, tactics and techniques</p>

**Negotiation management**

Management of negotiation preparation

Typology of negotiators

**Conduct of negotiations**

Objectives and stages of the negotiation

Conditional negotiation of transport, shipping, insurance

**Diversion tactics and immoral tactics** Fake offers

**Argumentation tactics and association tactics** Tactics Yes...but

Displayed intention

**Negotiations under special conditions**

Salami Slice Tactic

The tactic of alternating negotiation

**Partner harassment tactics and techniques**

Tactics The bad guy, the good guy

Negotiating Jiu Jitsu

Stress and hassle tactics

**Negotiating team and mandate**

Forming the negotiating team

Restriction of objections

Methods of compromise

**Forms of negotiation**

Negotiation of legal, technical, quality issues

Negotiating commercial, political conditions

Particular features of negotiations in different countries

**Seminar:**

Presentation of the course outline, how the seminars will be conducted, the specific requirements, the material base to be used

Applications on understanding negotiation concepts

Applications of the role of communication in negotiation.

Analysis of paraverbal messages

Simulating a negotiation using a negotiation strategy

Simulating a negotiation using a negotiation strategy

Case study: Assessing the negotiator's personality

Applications of mediation strategies, tactics and techniques

Semester testing

Applications for preparing the negotiation process

Immoral tactics and techniques

Classification, analysis and examples - applications

Argumentation tactics and association tactics - analysis and examples - applications

The Slice of Salami Tactic - analysis and examples. Applications

Applications of partner harassment tactics and techniques - analysis and examples

Negotiating team building - analysis and group activities

Recap of the concepts taught

**Bibliography:**

1. Cellich, C., Jain, S.C. (2016). *Creative solutions to global business negotiations* New York: Business Expert Press.
2. Nicolae, E. (2014) *Negotiation techniques and tactics*. Craiova: Sitech Publishing House.

	<ol style="list-style-type: none"> <li>3. Peeling, N. (2012). <i>How to get the most out of any negotiation. What the best negotiators know, do and say</i>. Iași: Editura Polirom.</li> <li>4. Prutianu, Ș. (2000) <i>Manual of communication and negotiation in business. Vol. II: Negotiation</i>.</li> <li>5. Vlăduțescu, Ș. (2019). <i>Negotiation and Bargaining Face to Face</i> Journal of Romanian Literary Studies, 16.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> M402	<b>Module title: MANAGEMENT OF APPROPRIATION AND DISPLACEMENT</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Păun Oana
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Acquire knowledge of the fundamental principles and practices of supply management.</p> <p><b>Specific objectives:</b> Understand the different perspectives of supply management, its purpose and functions. Development and implementation of sourcing strategies and policies. Rationale, adoption and implementation of decisions for small complex organisations (as a whole or by component). Analysis of procurement based on the role, position and importance of the business process. Explain the role of the supply department manager and the qualities required to perform the management work.</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Material supply processes of economic agents</b> Concepts used to define supply management - common definitions The particularities of the procurement process <b>Structural organisation of material insurance activity</b> Structural organisation systems Supply staff Evaluation of the efficiency of the functioning of the material assurance subsystem <b>Characterisation, evaluation and selection of suppliers (I)</b> Analysis of the nomenclature of material resources Supplier market analysis <b>Characterisation, evaluation and selection of suppliers (II)</b> Characterisation of potential suppliers <b>Characterisation, evaluation and selection of suppliers (III)</b> Evaluation and selection of suppliers <b>Material insurance strategy in the supplier market (I)</b> Supplier market</p>

The need for a material assurance strategy in the supplier market

Objectives of the material assurance strategy

**Material insurance strategy in the supplier market (II)**

Methodological prerequisites for developing a strategy

Development of the material insurance strategy

**Material insurance strategy in the supplier market (III)**

Policies: pricing, credit, service, supplier relations, marketing

**Material insurance strategy in the supplier market (IV)**

Ways to establish effective relationships with suppliers

Negotiation in the supply and distribution processes

**Planning the supply activity**

Evaluation and choice of products and services

Planning the supply activity

Scheduling of supply activity

**Economic management of stocks**

The role, factors and economic nature of stocks;

Usual methods for sizing stocks and optimising their management;

Typology of material stocks;

Lack of stocks; slow moving stocks and uneconomic stocks.

**Forms of supply (I)**

Single supplier - multiple supplier

**Forms of supply (II)**

Direct supply - supply via an intermediary

**Forms of supply (IV)**

Supply under contract - supply to order

Local supplier

**Seminar:**

Presentation of the subject sheet, how the seminars will be conducted, the specific requirements, the material base to be used.

Presentation of the general issues related to supply processes.

Internal organisation of supply departments. Organisation charts.

Case study: market analysis of the firm's suppliers.

Case study: evaluating company suppliers.

Case study: company supplier selection.

Discussions on material insurance strategy in the supplier market.

Semester testing.

AIRBUS case study partnerships with suppliers.

Case study on negotiation as a key activity in obtaining market opportunities.

Discussions on the particularities of supply planning.

Methods for tracking and controlling stock dynamics.

Advantages and disadvantages of different forms of supply (I)

Advantages and disadvantages of different forms of supply (II)

Review of the concepts taught during the semester.

**Bibliography:**

1. BĂȘANU, G., PRICOP, M., (2014) - *Management of supply and disposal*, Editura Economică, Bucharest, Romania
2. CÂRSTEA, G. (2000) - *Assurance and management of material resources*, Editura Economică, Bucharest, Romania
3. DEAC, D., VRÎNCUȚ, M., PĂUN, O., (2014) - *Price fundamentals*, Cibernetica Publishing House, Bucharest, Romania

	<ol style="list-style-type: none"><li>4. PAPARI, G. (2008) - <i>Supply and distribution management</i>, "Andrei Șaguna" Foundation Publishing House, Constanta, Romania.</li><li>5. PĂUN, O., (2022) - <i>Supply Management - Course Summary</i>, "Andrei Șaguna" University, Constanta, Romania</li></ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.



<b>Module number:</b> M403	<b>Module title: STRATEGIC MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Peta Caesar
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 33
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b></p> <ul style="list-style-type: none"> <li>• to understand the basic concepts, the differences between general management and strategic management;</li> <li>• broadening the students' knowledge, in particular by presenting the importance of implementing strategies by areas (R&amp;D, finance-accounting, production, human resources) in organisations;</li> <li>• acquiring the skills to implement management projects;</li> <li>• students' knowledge of the differences between a manager and a leader, the concept of leadership;</li> </ul> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>• understanding the basic concepts of strategic management;</li> <li>• knowledge of the content, characteristics and role of organisational culture;</li> <li>• understanding the content of the strategic management process;</li> <li>• explaining the stages of implementing a strategy within an organisation;</li> <li>• interpreting corporate social responsibility</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b></p> <p><b>Organisational culture</b>  Defining elements of organisational culture;  Determinants of organisational culture.  Levels of organisational culture.</p> <p><b>Organisational culture</b>  Functions of organisational culture.  Ways of manifesting organisational culture.</p> <p><b>The concepts of strategy and strategic management. Developing organisational strategy</b>  The concept of strategy;  Strategic management of the organisation.  Content of the strategic management process.</p> <p><b>Stages in implementing the strategy</b></p>

Preparing the organisational climate;  
Designing the organisational structure;  
Organisational leadership;  
Performance-based budgeting;  
Monitoring and evaluation.

### **Components of the strategy**

Mission statement;  
Fundamental (strategic) objectives;  
Strategic options;  
Resources;  
Deadlines;  
Competitive advantage.

### **Articulating the overall strategy (Part I - a)**

Research and development strategy;  
Functional production strategies;  
Functional financial-accounting strategies;  
Marketing strategies.

### **Articulating the overall strategy (Part IIa)**

Functional HR strategies;  
Formulation of overall policy and partial firm policies.

### **Typology of strategies (Part I - a)**

Strategies according to the dynamics of the objectives;  
Strategies grouped by business portfolio.

### **Typology of strategies (Part II - a)**

Strategies according to the ways in which the volume of assets varies;  
Strategies according to how to gain competitive advantage.

### **Strategic levels**

Overall strategic level of the company;  
Strategic level of functional areas;  
Level of implementation of the strategy.

### **Advantages and limitations of strategic management**

Advantages of adopting strategic management;  
The limits of strategic management.

### **Corporate social responsibility, a management strategy in the context of sustainable development**

Corporate social responsibility - concept;  
Corporate social responsibility in the Romanian business environment.

### **Leadership versus management**

Leader, leadership - concept;  
The defining characteristics of a leader.

### **Project - basics**

Concept project;  
Project resources;  
Project features;  
Managerial functions of a project

### **Seminar:**

- Introductory seminar. presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used
- Conceptual framework on organisational culture and strategic management
- Functions of organisational culture.

	<ul style="list-style-type: none"> <li>• Applications on the forms of manifestation of organisational culture.</li> <li>• Discussions on the content of the strategic management process.</li> <li>• Organisational leadership.</li> <li>• Objectives and policy options.</li> <li>• R&amp;D strategy; Production functional strategies; Financial-accounting functional strategies</li> <li>• Establishing strategies by areas (Partial strategies);</li> <li>• Typology of strategies (Strategies according to dynamics of objectives; Strategies grouped according to business portfolio)</li> <li>• Typology of strategies (Strategies according to the way of varying the volume of assets; Strategies according to the way of obtaining competitive advantage)</li> <li>• Strategic levels.</li> <li>• Case studies - advantages and limitations of strategic management.</li> <li>• Corporate social responsibility.</li> <li>• The defining characteristics of a leader.</li> <li>• Project.</li> <li>• Summary</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Borza, A.. <i>Strategic Management</i>, Risoprint Publishing House, Cluj-Napoca, 2012;</li> <li>2. Brătianu C-tin, <i>Strategic Management</i>, Editura Economică, Bucharest, 2000;</li> <li>3. Năstase M., <i>Strategic Management</i>, Editura Economică, Bucharest, 2016</li> <li>4. Nicolescu, O., Verboncu, I., <i>Fundamentele managementului organizației</i>, Editura Universitară, Bucharest, 2008;</li> <li>5. Peța C. , <i>Strategic Management - course material in electronic format</i>, 2022;</li> <li>6. Popa, I., <i>Strategic Management</i>, Editura Economică, Bucharest, 2004;</li> <li>7. Popa, M. <i>Business ethics and management</i>. Casa Cărții de Știință Publishing House, Cluj-Napoca, 2006;</li> <li>8. Ritson N., <i>Strategic management</i>, Ventus Publishing, 2011;</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> IGC403	<b>Module title: PUBLIC FINANCE</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Marcean Dana
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 14
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 47
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b></p> <ul style="list-style-type: none"> <li>• Understand the need to organise public finance activities at the level of economic entities, with state, public and private capital, in terms of recording, calculating and collecting budget claims;</li> <li>• Understand how to organise the recording of budget claims;</li> <li>• Knowledge of how to correctly calculate the tax base;</li> <li>• The legal deadlines for payment of budget claims;</li> <li>• Knowledge of the concepts of public finance, taxation and taxable persons;</li> </ul> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>• Practical learning on how to correctly calculate the tax base;</li> <li>• The legal deadlines for payment of budget claims;</li> <li>• Knowledge of the legal penalties that apply in case of failure to comply with the calculation of the tax base and the legal payment deadlines.</li> <li>• The aim is to teach students to implement and comply with international quality standards in all areas of activity in a changing environment.</li> <li>• Knowledge and use of the system of forms - statements and tax returns to be prepared;</li> <li>• Knowledge of how to establish the taxable mass and how to calculate the amounts due as contributions to the state budget and the social security budget.</li> <li>• Knowledge of the concepts of taxpayer, tax obligations, tax system;</li> <li>• Knowledge of the process of organising tax liability records.</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>CONTENT OF PUBLIC FINANCES</b>  Public finance - historical economic category  Economic content of public finances  Defining public finances  Public finance functions  <b>FINANCIAL MECHANISM, FINANCIAL SYSTEM AND</b></p>

**FINANCIAL POLICY (I)**

The concept of a financial mechanism

Financial system: structure and characteristics

**FINANCIAL MECHANISM, FINANCIAL SYSTEM AND FINANCIAL POLICY (II)**

The financial apparatus in Romania

**BUDGETARY SYSTEM**

The concept of state budget and budget of the national economy

Budgetary principles

Structure of the budgetary system

Budget process

Cash execution of the state budget

**PUBLIC FINANCES OF LOCAL AUTHORITIES****LOCAL**

Defining the local budget and its role

Budgetary process at the level of local administrative units

Defining the local budget and its role

**STATE SOCIAL INSURANCE**

State social insurance in Romania

Principles of organisation and role of the national public social security system

State Social Insurance Law for 2022

Forms of social protection

**PUBLIC FINANCIAL RESOURCES SYSTEM**

Content and drivers of public financial resources

Classification of public financial resources

Public expenditure on research and development

Public expenditure on education and training

Public expenditure on culture and arts

**GENERAL INFORMATION ON TAXES AND CHARGES**

Taxes - notion, definition, role

Technical elements of taxes

Classification of taxes

**DIRECT TAXES**

Content and elements of taxes

General characterisation of direct taxes

**INDIRECT TAXES**

General characterisation of indirect taxes

Consumption fees

Customs duties

Registration and stamp duties

**PUBLIC EXPENDITURE SYSTEM**

Content of public expenditure

Criteria for classifying public expenditure

**PUBLIC EXPENDITURE**

Public expenditure on social and cultural actions

Public expenditure on economic actions

Research and development expenditure

**TAX EVASION**

Concept and forms of tax evasion

Causes of tax evasion and possibilities to prevent and combat it

Tax haven

**GOVERNMENT BORROWING AND PUBLIC DEBT**

	<p>Definition and characteristics  Criteria for classifying government loans  Technical elements of government loans  Public debt: general concepts and assessment indicators</p> <p><b>Seminar:</b>  CONTENT OF PUBLIC FINANCES  FINANCIAL SYSTEM  THE FINANCIAL APPARATUS IN ROMANIA  BUDGETARY SYSTEM  PUBLIC FINANCES OF LOCAL AUTHORITIES  STATE SOCIAL INSURANCE  PUBLIC FINANCIAL RESOURCES SYSTEM  TAXES AND DUTIES  <i>Semester testing</i>  DIRECT TAXES  INDIRECT TAXES  PUBLIC EXPENDITURE SYSTEM  PUBLIC EXPENDITURE  TAX EVASION  GOVERNMENT BORROWING AND PUBLIC DEBT</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. MOȘTEANU, Tatiana (coord.), et al. - <i>Public Finance. Lecture notes and seminar applications</i>, 3rd edition, University Publishing House, Bucharest, 2008;</li> <li>2. VĂCĂREL, Iulian (coord.), et al. - <i>Public Finance</i>, 6th edition, Editura Didactică și Pedagogică, Bucharest, 2007;</li> <li>3. CAZAZIAN, Rafaela - <i>Public Finance - Course Summary</i> - "Andrei Saguna" Foundation <i>Publishing House</i>, Constanta, 2022.</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> M406	<b>Module title: ENGLISH</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Sunda Irina
<b>Credit hours:</b>	<b>Thereof lecture hours: 0</b>
	<b>Thereof practical hours: 28</b>
	<b>Thereof self-study hours: 47</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b>  Learning the basic grammatical structures of English;  Accumulating and fixing vocabulary fundamentals;  Develop the ability to receive written and oral messages;  Develop written and oral expression skills.</p> <p><b>Specific objectives:</b>  Knowledge and ability to use correctly the grammatical structures studied;  Knowledge and use of the vocabulary studied;  Ability to express coherent, well-organised information orally or in writing and linguistically correct;  Ability to decipher correctly the meaning of a text, the degree of difficulty of which is in line with the level of the course;  Ability to interpret correctly the information contained in a verbal message, the degree of difficulty of which is consistent with the level of the course.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  Present Simple versus Present Continuous.  Past Simple (regular/irregular verbs). USED TO.  Past Continuous.  Present Perfect Simple.  The Future - Future Simple, BE GOING TO.  Revision (theory and practice)  Relative Pronouns. Relative Adverbs.  Possessives. BOTH, NEITHER, ALL/NONE.  Modal verbs - CAN, COULD, BE ABLE TO.  Modal verbs - MUST, HAVE TO, NEEDN'T.  The Infinitive. TOO / ENOUGH.  SOME / ANY / NO. A LOT OF / MUCH / MANY.  Revision (theory and practice)  General Revision (theory and practice)</p> <p><b>Seminar:</b>  Present Simple versus Present Continuous. Vocabulary practice.</p>

	<p>Past Simple (regular/irregular verbs). USED TO. Vocabulary practice.  Past Continuous. Vocabulary practice.  Present Perfect Simple. Vocabulary practice.  The Future - Future Simple, BE GOING TO. Vocabulary practice.  Revision (theory and practice)  Relative Pronouns. Relative Adverbs. Vocabulary practice.  Possessives. BOTH, NEITHER, ALL/NONE. Vocabulary practice.  Modal verbs - CAN, COULD, BE ABLE TO. Vocabulary practice.  Modal verbs - MUST, HAVE TO, NEEDN'T. Vocabulary practice.  The Infinitive. TOO / ENOUGH. Vocabulary practice.  SOME / ANY / NO. A LOT OF / MUCH / MANY. Vocabulary practice.  Revision (theory and practice)  General Revision (theory and practice)</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>6. Virginia EVANS, Jenny DOOLEY, Grammarway I, Ed. Express Publishing, Newbury, 2011.</li> <li>7. Virginia EVANS, Jenny DOOLEY, Reading and Writing Targets 1, Ed. Express Publishing Press, Newbury, 1998.</li> <li>8. L.G. ALEXANDER, Longman English Grammar, Ed. Longman Group UK Limited, London, 1994.</li> <li>9. L.G. ALEXANDER, Longman English Grammar Practice, Ed. Longman Group UK Limited, London, 1991.</li> <li>10. J. THOMSON, A. V. MARTINET, A Practical English Grammar, Ed. Oxford University Press, Oxford, 1994.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.



<b>Module number:</b> MX40	<b>Module title: FINANCIAL ACCOUNTING 2</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Mitea Neluta
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Learning and forming value judgments on the interpretation of economic phenomena concerning transactions taking place in entities. Knowledge and application of the national accounting system in the implementation of accounting practices.</p> <p><b>Specific objectives:</b> To deal with theoretical, methodological, instructive, applicative and fiscal aspects in a harmonious way in order to understand and find the right solutions, as appropriate for each problem; Training of an economic thinking oriented towards the efficient and rigorous management of the resources separated from assets and the skills necessary for the "production" and use of accounting information in the management activity of companies;</p>
<b>Content of the module:</b>	<p><b>Course:</b> BASIC ISSUES OF FINANCIAL ACCOUNTING ORGANISATION Definition and purpose of financial accounting The object of management accounting Tasks in the organisation of the accounting service. Accounting documents and records. CAPITALS - part one Definition and classification of capital Recognition and valuation of capital Share capital - definition, content, accounts and accounting function Ways of increasing and decreasing share capital CAPITALS - part two Equity premiums: definition, classifications, description Reserves: definition, classifications, description, reassessment Retained earnings: definition, classifications, description Profit for the year and profit distribution: definition, classifications, description PROVISIONS AND LONG-TERM LOANS</p>

	<p>Provisions: definition, classifications, description</p> <p>Loans from bond issues: definition, classifications, description</p> <p>Long-term loans and other long-term debt</p> <p><b>FIXED ASSETS (FIXED ASSETS)</b></p> <p>Fixed assets, definition, classifications, description</p> <p>Recognition and revaluation of fixed assets</p> <p>Fixed assets documents</p> <p><b>DESCRIPTION OF FIXED ASSETS</b></p> <p>Intangible assets, definition, listing, description</p> <p>Tangible fixed assets, definition, listing, description</p> <p>Financial assets, definition, listing, description</p> <p>Adjustments for impairment of fixed assets, definition, description</p> <p><b>DEPRECIATION OF TANGIBLE FIXED ASSETS</b></p> <p>Concept and forms of depreciation</p> <p>Methods of depreciation</p> <p><b>STOCKS - part one</b></p> <p>Stocks, definition, classifications, description</p> <p>Stock recognition and valuation</p> <p>Stock documents</p> <p><b>STOCKS - part two</b></p> <p>Raw materials and materials, definitions, listing, description</p> <p>Work in progress and production, definitions, listing, description</p> <p>Stocks held with third parties and goods, definitions, listing, description</p> <p>Packaging, definition, listing, description</p> <p><b>SETTLEMENTS WITH THIRD PARTIES</b></p> <p>Definition, classification of settlements with third parties</p> <p>Supplier and customer settlements, description, accounts</p> <p>Staff settlements, description, accounts</p> <p>State budget settlements, description, accounts</p> <p>Grants receivable, definition, description, accounts</p> <p><b>TREASURY</b></p> <p>Treasury definition and classification</p> <p>Short-term financial investments, description, accounts</p> <p>Settlements through accounts with banks-description, accounts</p> <p>Settlement through accounts at home-description, accounts</p> <p>Treasury credits and advances - definitions, description, accounts</p> <p>Adjustments for impairment of treasury accounts</p> <p><b>EXPENDITURE</b></p> <p>Definition, classification of expenditure</p> <p>Recognition and measurement of expenditure</p> <p>Description of expenditure, related accounts</p> <p><b>INCOME</b></p> <p>Definition of income classification</p> <p><b>Seminar:</b></p> <ul style="list-style-type: none"> <li>• Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.</li> <li>• The role and importance of accounting - interactive discussions.</li> <li>• Presentation of Law no. 31/1990 on companies, republished with subsequent amendments and additions</li> <li>• Debates and applications on share premiums when increasing share capital.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Reserve discussions and applications with ways to calculate the revaluation reserve;</li> <li>• Discussions and applications on the result of the year and profit distribution.</li> <li>• Debates and applications on provisions</li> <li>• Discussions and applications on recognition and revaluation of fixed assets</li> <li>• Applications to depreciation of fixed assets</li> <li>• Applications on the valuation of stocks at exit</li> <li>• Supporting documents for stocks</li> <li>• Drawing up a salary statement</li> <li>• Settlement of a cash advance.</li> <li>• O.M.F.P. 1802/2014 for the approval of the Accounting Regulations on individual annual statements and consolidated financial statements. M.Of 963 / 30.12.2014, debates with preparation of a report of your choice,</li> <li>• Preparation of a trial balance and profit and loss account</li> <li>• Preparation of a trial balance and balance sheet</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. DUMITRU Grațîela Corina - <i>Accounting and Financial Reporting</i>, CECCAR 2021 Publishing House</li> <li>2. MITEA, Neluta - <i>Lecture notes</i>, electronic format - 2021</li> <li>3. MITEA, Neluța - <i>Financial Accounting</i>, "Andrei Saguna" Foundation Publishing House, Constanta, 2008</li> <li>4. MUNTEANU Victor - <i>Financial accounting of the enterprise</i>, Editura Universitara, 2017</li> <li>5. *** <i>O.M.F.P. 1802/2014 for the approval of the Accounting Regulations on individual annual statements and consolidated financial statements</i>. M.Of 963/30.12.2014</li> <li>6. *** <i>Law no.31/1990 on companies no.31/1990</i>, republished;</li> <li>7. *** <i>Accounting Law 82/1991</i> republished</li> </ol>
<b>Examination:</b>	Writtent test 70%, evaluation of activities 30%.

<b>Module number:</b> MX408	<b>Module title: RESEARCH METHODOLOGY</b>
<b>Level/semester:</b>	first level/semester IV
<b>Professor:</b>	Stăiculescu Ana Rodica
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 58
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Acquiring knowledge of the specific rules of scientific methodology. Knowledge of basic concepts and fundamental principles of scientific methodology.</p> <p><b>Specific objectives:</b> Training future graduates in the use of modern means of document production. Developing information and documentation skills on the Internet. Forming skills to use rigorous reasoning as well as self-study skills; Forming a systemic conception of the discipline, knowledge of research methods in the field and their application. Acquiring knowledge of the application of scientific ethics.</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Information, Knowledge, Scientific research</b> General Types of research What research methodology studies</p> <p><b>Methods used in the research.</b> Scientific documentation Historical method. Observation method. Logical method</p> <p><b>Survey method. Comparative method</b> <b>Experimental method, Test method</b> <b>Statistical method. Case study method</b> <b>Opinion poll. Questionnaire. The interview.</b> <b>Stages of scientific research</b> <b>Use of computers in the collection, processing and analysis of research data</b> <b>Design, drafting, revision and completion of the work</b> <b>Support, evaluation criteria and indicators</b> <b>Technique of writing an article, a report, a scientific research paper, a</b></p>

**scientific research report**  
**Research and work ethics**

**Seminar:**

Information, Knowledge, Scientific research

Methods used in the research.

1. Scientific documentation
2. Historical method.
3. Observation method.
4. Logical method

Survey method. Comparative method

Experimental method, Test method

Statistical method. Case study method

Opinion poll. Questionnaire. The interview.

Stages of scientific research

Use of computers in the collection, processing and analysis of research data

Design, drafting, revision and completion of the work

Support, evaluation criteria and indicators

Technique of writing an article, a report, a scientific research paper, a scientific research report

Synthesis of the material taught, preparation of the final assessment

**Bibliography:**

1. Chelcea, Septimiu, 2004, *Methodology of sociological research. Quantitative and qualitative methods*, Bucharest: Editura Economică.
2. Chelcea, Septimiu; Mărginean, Ioan; Cauc, Ion, *Sociological Research. Methods and techniques*, Destin Publishing House, Deva, 1998.
3. Culic, Irina, *Advanced Methods in Social Research*, Polirom, Iasi, 2004.
4. Iluț, Petru, *The qualitative approach to the socio-human*, Polirom, Iași, 1997.
5. Mărginean, Ioan, *Designing Sociological Research*, Polirom, Iași, 2000.
6. Miftode, Vasile, *A Treatise on Sociological Methodology*, Lumen Publishing House, Iasi, 2003.
7. Rotariu, Traian, *Sociological survey and opinion poll. Theory and practice*, Polirom, Iași, 1997.
8. Rotariu, Traian; Bădescu, Gabriel; Culic, Irina; Mezei, Elemer; Mureșan, Cornelia, *Statistical methods applied in social sciences*, Polirom, Iași, 2006.
9. Ana Rodica STAICULESCU, Daniela JITCOV, *Sociology*, ISBN 973-614-071-7, Ed Ovidius University Press, Constanta, 2003, 644p.
10. Ana Rodica STAICULESCU, *Legal Sociology. Methodology, research methods and techniques*, Ed Libri Maris, Constanta, 2002, ISBN 973-85165-0-1, 214p
11. Bălănescu, O. (2005). How to write a text correctly. Bucharest: Ariadna.
12. Brătianu, C., & Vasilache, S. (2008). Writing, drafting and defending undergraduate and graduate papers. Bucharest: Editura Universitară.
13. Negovan, V., & Stanciu, M. (2013) A study guide to the specifics of scientific knowledge in psychology. Bucharest: Editura Universitară.

	<p>14. Rădulescu, M. (2006) Methodology of scientific research: elaboration of bachelor, master, doctoral works. Bucharest: Editura Didactică și Pedagogică.</p> <p>15. Șerbănescu, A. (2007) How to write a text (ed. IV). Iași: Polirom.</p> <p>16. "Andrei Saguna" University, Code of Ethics.</p> <p>17. Schuwer, Philippe, Practical Treaty of Publishing, Timisoara, Ed. Amarcord, 1999.</p>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

## Management III/5

<b>Module number:</b> M501	<b>Module title: HUMAN RESOURCES MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester V
<b>Professor:</b>	Peta Caesar
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 28
	<b>Thereof self-study hours:</b> 69
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students learn the content and organisation of human resource management activities and how to improve this activity within an organisation.</p> <p><b>Specific objectives:</b> Students' understanding of the concepts, principles, techniques and methods of planning, recruitment, selection, training, integration, evaluation and motivation of human resources</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Introduction to Human Resources Management</b>  The particularities of human resources in the organisation.  Defining MRU.  Main activities of the MRU.  The international dimensions of the MRU.  <b>Human Resources Strategies and Policies (I)</b>  The content of human resources strategies.  Types of HR strategies.  Development and implementation of human resources strategies.  <b>Human Resources Strategies and Policies (II)</b>  Human resources policies.  Specific human resources policies.  Development and implementation of human resources policies.  <b>Job analysis and design (I)</b>  Job definition, components and variables.  Defining job analysis.  Job descriptions and job specifications.  <b>Job analysis and design (II)</b>  Main objectives of the job analysis.  Types of job analysis.  Job analysis process.  Designing posts.  Approaches and methods of job definition or design.  <b>Human resources planning</b></p>

	<p>Defining human resource planning.  The need for and benefits of human resource planning.  Main dimensions of human resources planning.  Human resource planning methods.</p> <p><b>Recruitment and selection of human resources (I)</b>  Definition and objectives of the recruitment process.  Factors influencing the recruitment process.  Sources of staff recruitment.  Recruitment criteria.</p> <p><b>Recruitment and selection of human resources (II)</b>  Selection of human resources.  Stages of the staff selection process.</p> <p><b>Career management</b>  The career concept.  Career management.  Main objectives of career management.  Career planning and development.  Dual careers and family life issues.  Career effectiveness.</p> <p><b>Performance appraisal (I)</b>  Defining performance measurement.  The role and significance of performance evaluation.  Performance appraisal objectives.</p> <p><b>Performance appraisal (II)</b>  Formal evaluation and informal evaluation.  Stages in the performance appraisal process.</p> <p><b>Reward management</b>  Components of the reward system.  Wage policy.  Salary principles approached from a managerial perspective.  Main pay systems.</p> <p><b>Conflict management</b>  Nature of the conflict.  Types of conflicts.  Causes of conflict.  Conflict process.  Conflict management strategies.</p> <p><b>Occupational safety and health management</b>  The evolution of occupational safety and health concerns.  National occupational safety and health policy and harmonisation of national and Community objectives.  Occupational safety and health management.  Accidents at work and occupational diseases.</p> <p><b>Seminar:</b></p> <ul style="list-style-type: none"> <li>- Presentation of the subject sheet, how the seminars will be conducted, the specific requirements, the material base to be used.</li> <li>- The role and characteristics of human resources in the organisation.</li> <li>- Types of HR strategies</li> <li>- Human resources policy requirements.</li> <li>- Specific human resources policies.</li> <li>- Post - Post sheet.</li> <li>- Workshop on job descriptions for various categories of staff.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Post - Post sheet.</li> <li>- Highlighting the importance of the job description in organisations.</li> <li>- The need for and benefits of human resource planning in organisations.</li> <li>- CV and cover letter writing workshop.</li> <li>- Mock selection interview.</li> <li>- Career planning and development.</li> <li>- Practising self-awareness skills.</li> <li>- Simulation of the performance appraisal process - evaluation grids.</li> <li>- The role and significance of the performance appraisal process.</li> <li>- Semester testing.</li> <li>- Exercises, tests to assess behaviour in conflict situations. Highlighting the importance of conflict management in organisations.</li> <li>- Case studies/videos highlighting the importance of occupational safety and health management - job protection sheets, PSI.</li> <li>- Recap.</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Cole G.A., (2011), <i>Personnel Management</i>, ed. Codecs, Bucharest;</li> <li>2. Craiovean, Mihai Petru, (2008), <i>Psychology of Work and Human Resources</i>, Ed. Renaissance;</li> <li>3. Grecu, I., (2011), <i>Perfecting human resources management in firms</i>, Ed. ExPonto, Constanta;</li> <li>4. Manolescu, Aurel, (2008), <i>Human Resources Management</i>, Ed. Economică, Bucharest;</li> <li>5. Nica, E., (2010), <i>Elaboration and use of case studies in MRU</i>, Ed. Economică, Bucharest;</li> <li>6. Pănișoară I.O., Pănișoară G., (2016), <i>Human Resources Management</i>, Ed. Collegium, Bucharest;</li> <li>7. Raboca, H. and Dodu, M., (2013), <i>Human Resources Management</i>, Tritonic Publishing House, Bucharest.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> M502	<b>Module title: PROJECT MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester V
<b>Professor:</b>	Munteanu Iuliana Gabriela
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 28
	<b>Thereof self-study hours:</b> 69
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b>  <i>The Project Management</i> course <b>aims</b> at familiarizing students in the field of economics with the general issues concerning the content of project management and its specific concepts so that students can understand and deepen their understanding of organization, planning, management, control, risk and quality in project management.</p> <p><b>Specific objectives:</b>  Acquire knowledge of <i>project</i> and <i>project management</i> concepts, typology, characteristics, life cycle, funding programmes and the importance of project management;  Training of specific skills in process organisation, structural organisation of project management, as well as internal project organisation;  Training of identification, analysis, planning skills and specific planning techniques in project management;  Acquire knowledge of leadership styles, project team building, communication, time and conflict management in project management;  Develop individual skills in process control, monitoring, auditing and project completion;  Acquire knowledge of risk and risk management in projects;  Training skills to adopt a positive attitude towards quality, total quality, the quality management process and elements of project planning, quality assurance and quality control.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Project concept</b>  Types of projects  Project features  Project life cycle  <b>Project management and its importance</b>  Fundamentals of project management  Defining project objectives  Project analysis  <b>Structural organisation of project management</b>  Project coordination</p>

	<p>Matrix organisation</p> <p>Independent organisation</p> <p>Multi-project structure</p> <p><b>Internal organisation of the project</b></p> <p>Internal project environment</p> <p>Project Manager</p> <p>Project team</p> <p>Project documentation</p> <p><b>Planning in project management</b></p> <p>Resource planning</p> <p>Planning key points</p> <p>Planning techniques</p> <p><b>Project implementation</b></p> <p>Project monitoring</p> <p>Project evaluation</p> <p><b>Risk management in projects</b></p> <p>The notion of risk</p> <p>Risk classification and risk management</p> <p>Project-specific risks</p> <p>Influence of risk factors on managerial decisions</p> <p><b>Financial management of projects</b></p> <p>Sources of project funding</p> <p>Project financial documents</p> <p>Project budget</p> <p>Eligibility of costs</p> <p>Financial audit of projects</p> <p><b>Resource and supply management</b></p> <p>Resources needed for a project</p> <p>Procurement and supply management</p> <p><b>Time management and communication management in projects</b></p> <p>Planning and scheduling</p> <p>Tools used in time management</p> <p>The process of effective communication</p> <p>Communication with project stakeholders</p> <p><b>Project quality management</b></p> <p>Quality in projects</p> <p>Tools and techniques for quality planning</p> <p>Quality audits</p> <p><b>Performance criteria and indicators</b></p> <p><b>Visual identity of the project</b></p> <p>Visual identity elements</p> <p><b>Dissemination of results</b></p> <p>The importance of disseminating results</p> <p>Ways of disseminating results</p> <p><b>Seminar:</b></p> <ul style="list-style-type: none"> <li>– Presentation of the subject sheet, how the seminars will be conducted, the specific requirements, the material base to be used.</li> <li>– Case studies on the evolution of projects, project management and their particularities.</li> <li>– Needs analysis and setting project objectives.</li> <li>– Comparative analysis of the advantages and disadvantages of different categories of project-based organisational structures.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Case studies on EU funding opportunities.</li> <li>- Case studies on specific conditions for accessing funds under a call for projects.</li> <li>- Notification and engagement of project experts.</li> <li>- Monitoring and reporting - working documents - practical exercise.</li> <li>- Semester testing</li> <li>- Applications for project budgeting and monitoring - Expenditure records.</li> <li>- Summary</li> <li>- Collection of data on indicators In projects financed by European funds.</li> <li>- Use of specific time management tools (Gantt chart, precedence chart, arrow chart, critical path analysis).</li> <li>- Advantages and disadvantages of funding sources for different types of projects, risks, ways of obtaining funding.</li> <li>- Project-specific information and publicity activities.</li> <li>- Summary</li> </ul> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Androne, M., (2014) <i>Project Management/Course in ID-IFR Technology</i>, Romania of Tomorrow Foundation Publishing House, Bucharest;</li> <li>2. Androniceanu, A., Comănescu, M., Sabie, O., Sava, M., Năstase, B., Plesca, A., Jiroveanu, D. (2010) <i>Management of externally funded projects</i>, Ed. University, Bucharest;</li> <li>3. Balogh, N., Balogh, M. (2013), <i>Project Management</i>, Tritonic Publishing House, Bucharest;</li> <li>4. Bușe, F., Simionescu, A., Bud, N. (2008), <i>Project Management</i>, Ed. Economică, Bucharest;</li> <li>5. Collum, J.K., Bănac, C.S. (2014) <i>Project management: theory and practice</i>, Editura Universitară, Bucharest;</li> <li>6. Lock, D. (2010), <i>Project Management</i>, Monitorul Oficial R.A., Bucharest;</li> <li>7. Neagu, C.E. (2007), <i>Project Management</i>, Tritonic Publishing House, Bucharest;</li> <li>8. PMBOK Guide (2013), <i>Project Management Body of Knowledge</i>, 5th ed. Project Management Institute.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> M503	<b>Module title: COMMUNICATION AND PUBLIC RELATIONS</b>
<b>Level/semester:</b>	first level/semester V
<b>Professor:</b>	Mircica Nela
<b>Credit hours:</b>	<b>Thereof lecture hours: 28</b>
	<b>Thereof practical hours: 28</b>
	<b>Thereof self-study hours: 69</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students will learn to identify, describe and analyse the main techniques and processes involved in interpersonal communication. This will enable them to communicate more effectively in their personal and professional lives. The course will involve a minimum amount of reading in order to familiarise yourself with the main theoretical concepts. The seminar is built around practical applications, involving individual and team work.</p> <p><b>Specific objectives:</b> Familiarise them with a conceptual apparatus and language likely to raise their level of understanding of the specific issues of business communication and public relations. Learning interpreting skills to stimulate their critical thinking and professional development, to successfully use certain communication techniques and strategies</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Communication process: definition, elements, forms</b>  Difficulties in defining communication  Stages of the communication process  Message delivery channel  <b>Verbal and non-verbal communication.</b>  Characteristics of verbal communication  Nonverbal communication and persuasion  <b>Interpersonal communication. Inter and intra-group communication</b>  Group communication or communication in organisations  Functions of communication at group level  <b>Barriers, persuasion and manipulation in communication</b>  Communication barriers  Communication and manipulation  <b>Making organisational and business communication more effective</b>  Communication channels and networks  Group cohesion</p>

Communication and social change

**Staged and multifunctional communication in the negotiation process**

Basic types of negotiation

Negotiation tactics, techniques, schemes and tricks

**Communication in organisational change processes**

Methods of dealing with change in organisations

Types of organisational change

**Public relations: definition and theoretical foundations**

Public relations - public communication strategy

Public relations - organisational communication strategy

**Public relations: organisational, imagological, ethical, legal, media foundations**

Public relations media support

Imaging support for Public Relations

Legal support for Public Relations

**Management and strategy in public relations: setting objectives, planning, public relations techniques, evaluation**

Public relations techniques

Methods for evaluating the public relations plan and strategy

**Public relations campaigns. types, stages, effects**

Types of campaigns

**Crisis management in public relations**

Crisis management

Mistakes in crisis management

**Image, identity and brand in public relations**

Branding/brand identity strategy

Identity structures

**Public relations activities**

Integrated profile of the public relations specialist

**Seminar:**

Introductory seminar: presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used.

Psychological factors of communication. Meanings of some elements of nonverbal behaviour.

The right attitude in communication. Adaptation to concrete communication situations. Debate.

Communication barriers. Examples and ways to overcome communication barriers.

Formal and informal communication: description, specifics, differences, importance.

Customer-oriented communication. Negotiation debates.

Communicating and adapting to change. The need for organisations to adapt to new realities. Case study.

Public discourse. Rules of speech making and capturing the audience's attention.

Image building in partnership with the media. Case study.

The functional structure of a successful presentation. Comments on models presented by students.

Models of public relations, adapted to the type of organisation.

The public relations specialist and his role in crisis management. Discuss possible solutions to the crisis.

	<p>Advertising campaigns. Debates Seminar Review, exam preparation.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Carnegie, Dale, (2019), <i>How to communicate effectively</i>, Litera Publishing, Bucharest.</li> <li>2. Dospinescu, Nicoleta, (2014), <i>Public Relations. Media Communication. Reputation management</i>, Tehnopress Publishing House, Iasi.</li> <li>3. James, J., (2013), <i>Handbook of gestures. What people's gestures and facial expressions hide</i>, Curtea veche Publishing House, Bucharest.</li> <li>4. Josan, Ioana-Julieta, (2016), <i>Communication and Public Relations in Business. Practical guide</i>, University of Bucharest Publishing House, Bucharest.</li> <li>5. Mucchielli, A., (2015), <i>The Art of Influence. Analysis of manipulation</i> Polirom Publishing House, Iași.</li> <li>6. Pânișoara I.O., (2015) <i>Effective Communication</i>, Polirom Publishing House, Iasi.</li> <li>7. Dogariu, Eugen, (2018), <i>Public Relations</i>, Politehnica Publishing House, Bucharest.</li> <li>8. Josan, Ioana - Julieta, (2016), <i>Communication and public relations in business. Practical guide</i>, University of Bucharest Publishing House.</li> <li>9. Mircică, Nela, (2020), <i>Course summary</i>, "Andrei Saguna" University, Constanta</li> <li>10. Mucchielli, A., (2015), <i>The art of communicating. Methods, forms and of communication forms</i>, Polirom Publishing House, Iași.</li> <li>11. Năstase, Gabriel, (2020), <i>Comunicare și relații publice în afaceri</i>, Editura Pro Universitaria, București, (3rd edition, revised and added).</li> <li>12. Stanciugelu, I., Tran, V., Tudor, R., Tran, A., (2015), <i>Communication Theory</i>, Tritonic, Bucharest.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> IGC504	<b>Module title: ECONOMIC AND FINANCIAL ANALYSIS</b>
<b>Level/semester:</b>	first level/semester V
<b>Professor:</b>	Marcean Dana
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 83
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Acquiring the necessary skills to make decisions at the microeconomic level on economic and financial analysis issues. Obtaining and exploiting summary information, the ability to make the most appropriate use of financial data for the purpose of assessing the performance of the enterprise.</p> <p><b>Specific objectives:</b> Learning modern techniques and methods for evaluating a company's performance, both in terms of its financial results and its management, Calculation and interpretation of the system of economic and financial indicators required for the diagnostic analysis, Correlation of information from accounting records necessary for structural and factor analysis, Development of modern techniques and methods for evaluating a firm's performance, both in terms of its financial results and its management, Facilitating the formation of a modern economic concept in a changing environment.</p>
<b>Content of the module:</b>	<p>Course:</p> <p><b>Introductory aspects of economic and financial analysis</b> Definition of the economic and financial analysis Subject matter and principles of the EFA Typology AEF Content of the economic and financial analysis process</p> <p><b>EFA Methodology</b> Main Methods of Qualitative Analysis Methods of Quantitative Analysis</p> <p><b>Analysis of the firm's competitive environment I</b> Market share analysis Models of strategic analysis of the competitive environment</p> <p><b>Analysis of the firm's competitive environment, ial II</b> The B.C.G. model</p>



The Arthur D. Little model

**Analysis of the management of material and human resources**  
 Analysis of human resources in the company  
 Analysis of material resource management

**Analysis of production and marketing activity based on the main economic indicators**  
 Value indicators of production and marketing activity . Static and dynamic reports  
 Physical production analysis

**Analysis of turnover and added value**  
 Analysis of turnover dynamics and structure

**Analysis of enterprise expenditure I**  
 Concepts and systemic approach  
 Analysis of total revenue expenditure  
 Analysis of the economic efficiency of operating expenditure  
 Analysis of variable expenditure  
 Analysis of the efficiency of fixed costs  
 Analysis of material expenditure

**Enterprise Spending Analysis II**  
 Analysis of depreciation charges  
 Analysis of staff expenditure  
 Analysis of bank interest charges  
 Cost per product analysis  
 Influences of product cost on key economic and financial indicators

**Analysis of firm performance based on profitability**  
 Profit and loss account  
 Self-financing capacity  
 Profit factor analysis

**Structural analysis of financial results I**  
 Structural analysis of gross profit for the year by allocation of operating expenses  
 Structural analysis of the result by nature of revenue and expenditure  
 Factor analysis of operating profit  
 Analysis of turnover profit

**Structural analysis of financial results II**  
 Analysis of rates of return  
 Break-even analysis by product  
 Enterprise-level break-even analysis  
 Analysis of the firm's operational and financial risk

**Analysis of the financial and asset situation of the enterprise I**  
 Balance sheet  
 Analysis of the company's capital structure  
 Analysis of the net worth of the enterprise

**Analysis of the financial and asset situation of the enterprise II**  
 Financial balance analysis  
 Liquidity and solvency analysis  
 Financial balance analysis using the ratios method

**Seminar:**  
 The role of economic and financial analysis and its importance.  
 Methods of qualitative analysis: presentation, characterization, practical application.  
 Application of the analysis of the perishable quota

	<p>The B.C.G. model  Labour mobility and stability application  Physical production analysis application  Applications: turnover analysis.  Application - analysis of expenses per 1000 lei operating income.  Application: product cost analysis  Analysis of expenditure by type of expenditure and its importance.  Open discussion of previously solved applications. Important point of the activity: the importance of knowing the previous elements to be able to understand the following chapters - analysis of financial results. Profitability.  Operating profit application  Rate of return application.  Liquidity and solvency applications  Review: approaching the topic for the exam.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Grigorescu G.J., Ghic G., (2012) - <i>Economic and Financial Analysis, Individual Study Manual</i>, Pro Universitaria Publishing House, Bucharest;</li> <li>2. Ișfănescu A., Robu V., Hristea A.M., Vasilescu C., (2002) - <i>Economic and Financial Analysis</i>, Bucharest, Editura ASE;</li> <li>3. Păvăloaia W., Paraschivescu M., Lepădatu Ghe., Pătrașcu Lucian, Radu F., Bordeianu D, Darie A. (2010), <i>Economic and financial analysis. Concepts and case studies</i>, Editura Economică, Bucharest;</li> <li>4. Vâlceanu Ghe., Robu V., Georgescu N., (2010), <i>Economic and Financial Analysis</i>, Editura Economică, Bucharest;</li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> M504	<b>Module title: SME MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester V
<b>Professor:</b>	Suciu Ecaterina
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 28
	<b>Thereof practical hours:</b> 14
	<b>Thereof self-study hours:</b> 83
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students will learn to identify, describe and analyse the main techniques and processes involved in interpersonal communication. This will enable them to communicate more effectively in their personal and professional lives. The course will involve a minimum amount of reading in order to familiarise yourself with the main theoretical concepts. The seminar is built around practical applications, involving individual and team work.</p> <p><b>Specific objectives:</b> Familiarisation with the fundamentals of the communication process and their sedimentation. Identify their own level of certain essential communication skills and develop them. Learning the skills to successfully use certain communication techniques and strategies</p>
<b>Content of the module:</b>	<p><b>Course:</b> <b>Theoretical foundations of enterprise management</b> The object of the study General principles of enterprise management Enterprise management system components Enterprise management features and tools Evolution of the management concept Enforcement of management and its restriction <b>Enterprise - economic agent and object of management</b> Economic agents. Definition and classification Approaching the concept of enterprise Enterprise defining features and the systems approach Types of enterprises The size of the company. The place and role of small and medium-sized enterprises in the market economy <b>Involving environmental factors in modern business</b> General considerations on the business-environment relationship Components of the business environment</p>

	<p>Environmental factors influencing the enterprise</p> <p>Economic objectives of the enterprise under competitive conditions</p> <p><b>Managerial functions and functions of the enterprise</b></p> <p>Functions - components of the system of procedural organisation of the enterprise</p> <p>Managerial functions of the modern enterprise</p> <p><b>Organisational structure of the company</b></p> <p>Conceptual approaches, structural elements</p> <p>Organisational structure - expression of the formal organisation of the enterprise</p> <p>Requirements and steps in designing an effective organisational structure</p> <p>Documents formalising the organisational structure</p> <p><b>Decision-making System</b></p> <p>Definition and primary drivers of economic decision</p> <p>Systems perspective</p> <p>Interdisciplinary approach</p> <p>Requirements and criteria for classifying decisions</p> <p>Stages of the decision-making process</p> <p>Methods and techniques for choosing the optimal variant and streamlining the decision-making process</p> <p><b>The economic strategies of the enterprise and the plan as an instrument for their implementation and realisation</b></p> <p>The importance of economic strategies for business</p> <p>Defining the concepts of economic strategy and economic policy.</p> <p>Components of an economic strategy</p> <p>Typology of economic strategies. The concept of economic development strategy and strategic management process</p> <p>Models for developing an economic strategy</p> <p>The plan - a tool for the implementation and realisation of the economic strategy</p> <p><b>Communication in business</b></p> <p>Communication - the meaning of "communication"</p> <p>Communication features</p> <p>Communication and information</p> <p>Communication process</p> <p>Elements of the communication process</p> <p>Communication and language</p> <p>Organisational communication</p> <p>Communication and leadership</p> <p>Forms of managerial communication</p> <p>Boss-subordinate communication</p> <p>Communication and negotiation</p> <p><b>Information system:</b></p> <p>The information system concept</p> <p>Streamlining the information system</p> <p><b>Management systems, methods and techniques</b></p>
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Management by objectives  
Management by projects  
Product management  
Management through budgets  
Management by exception  
Participatory management  
Specific management methods and techniques  
**Production system management**  
Production concept. Classification criteria.  
Production as a result of the realisation of the production process  
Types of production  
Production scheduling and tracking  
Types of joining in time of the execution of technological operations  
**Production quality management**  
Product and production quality; concept of quality  
Quality features  
The role of the functional and production compartments of the human factor in quality assurance  
Product and production quality assurance and control  
Quality Information System  
Ways to increase quality  
**Management of the commercial function**  
Function definition. Organisational structures involved in this activity  
Marketing activity  
Technical and material supply - a component of commercial activity  
Storage  
Sales activity  
Negotiation technique  
**The role of human resources in management**  
Forward-looking management of human resources  
Recruitment strategy  
Selection and recruitment  
Career management: training - assessment - promotion  
Wages  
Work organisation policies  
**Typology of SME organisational structures**  
Online organisational structures  
Organisational structures in line and by function  
Organisational structures in the organisation and grouping of activities  
**Seminar:**  
Presentation of the seminar activity, formation of working groups (5 persons/group), division of tasks among the members of the groups.  
Seminar activity topic: Strategic and operational planning  
Strategic planning-steps  
Analysis of the company's external and internal environment  
Establishing the company's mission  
Setting company objectives  
Strategic planning  
Setting the strategy  
Operational planning  
Establishing planning elements

	<p>Operational planning  Planning how SMEs operate  Communication within the company and employee motivation - leadership.  Semester testing  Communication within the company and employee motivation - motivation  Operational management in SMEs  Choice of location  Operational management in SMEs  Adopting the decision to locate an SME - steps  Master plan of an enterprise  Steps for the development of the corporate master plan  Typology of general plans  Typology of general plans  General plan with location on product  Typology of general plans  General plan with location by processes  Typology of general plans  General plan with combined location  Summary</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Abrudan, I., Lobonțiu G., Lobonțiu, M., "SMEs and their specific management", Dacia Publishing House, Cluj - Napoca, 2003.</li> <li>2. Albu, N., Albu, C., "Instrumente de management al performanței", vol. I, Editura Economică, Bucharest, 2003.</li> <li>3. Androniceanu, Armenia, "Management of externally funded projects", University Publishing House; Bucharest: 2004.</li> <li>4. Bărbulescu, C., "Pilotajul performant al întreprinderii", Editura Economică, Bucharest, 2000.</li> <li>5. Bucur, V., Moraru, G.M., "Adapting the organizational structure of the firm to market requirements" Journal of Management and Economic Engineering, vol. 1/nr. 2, Todesco Publishing House, Cluj Napoca, 2002.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> M505	<b>Module title: SERVICE MANAGEMENT IN TOURISM</b>
<b>Level/semester:</b>	first level/semester V
<b>Professor:</b>	Nicorescu Elisabeta
<b>Credit hours:</b>	<b>Thereof lecture hours: 28</b>
	<b>Thereof practical hours: 28</b>
	<b>Thereof self-study hours: 69</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students will learn to identify, describe and analyse the main techniques and processes involved in service management. This will enable them to act more effectively in their personal and professional lives. The course will involve a minimum amount of reading in order to familiarise yourself with the main theoretical concepts. The seminar is built around practical applications, involving individual and team work.</p> <p><b>Specific objectives:</b> Familiarisation with the fundamentals of the communication process and their sedimentation. Identify own level related to certain essential tourism-services skills and develop them. Learning the skills to successfully use certain management-marketing techniques and strategies in services.</p>
<b>Content of the module:</b>	<p><b>Course:</b> Content and scope of services: concept of service, characteristics of services, managerial framework of services, service - an activity, role of services in the economy. Demand and supply of services: Supply, prices and demand for services; Value added of services; Demand and capacity management. Typology of services: Criteria and ways of classifying services; Services and goods markets; Services for the population; International services. Line management. Service capacity planning. Service delivery management. Outsourcing services. Stock management. Human and material resources in the services sector Various resources in services; Material resources; Economic and social efficiency of services. Quality management in services: Quality of services; Organisation of accommodation services; principles, 0 defects programme, Deming programme.</p>

Marketing environment in services: the marketing environment of the service firm;  
External environment; Internal environment.  
Consumption and the consumer of services: Consumption of services; Service consumer behaviour; Modelling service behaviour.  
Tourism services: Strategic plan in tourism services; Diversification of tourism services; Criteria for assessing tourism services  
Structure of services: Classification; Competitiveness of service-providing firms; Service-providing units; Service evaluation criteria; Development and globalisation of services.  
Development and globalisation of services.  
Focused services and group services.  
Developing the quality of tourism services in conditions of globalisation of tourism.  
Promoting modern management in tourism activity: the main obstacles that can create difficulties in the promotion process; peculiarities of promotion in tourism; the management process in tourism.  
Receiving structures: applications; Recapitulation of matter.

**Seminar:**  
Presentation of the seminar activity, division of tasks between the members of the groups. Seminar topics: division of tasks in groups.  
On the basis of the bibliography, establish criteria for the analysis of Determinants of Tourism Development - models. Supply of services.  
Elaboration of a report with the title "Managerial process in a tourism company"; Solving a test containing questions on the development of service provision actions in tourism. The development of service provision in tourism.  
Management process and tourist accommodation, food and agreement services.  
Service provision.  
Outsourcing services: description of advantages and disadvantages.  
Examples of stocks in services.  
Workshop on how to draw up a tourism licence. Team work, debate - Drawing up the presentation sheet for the main tourist resorts.  
Travel agency (organisation, functions, operations, relations with suppliers and clientele).  
Organisation of accommodation services.  
Organisation of food service provision.  
Development of the Deming Programme.  
Semi-annual testing; Workshop on tourism elasticity of demand (based on prices and income). Teamwork.  
Zero quality improvement programmes.  
Consumption of tourism services.  
Examples of service consumption.  
Analyses on Service Behaviour Modelling - Expected Service.  
Diversification of tourism services.  
Description of the strategy to diversify tourism services.  
Forms of tourism services.  
Competitiveness in services.  
Types of strategies that determine the particularities of the global business approach in tourism,  
Developing the quality of tourism services in conditions of globalisation of



	<p>tourism.</p> <p>The particularities of marketing activity in tourism, on the promotion of modern management.</p> <p>Tourist accommodation structures with accommodation functions; tourist accommodation structures with catering functions.</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Holloway, J.Ch., 2010, <i>Marketing in Tourism</i>, Prentice Hall.</li> <li>2. Kotler, Ph., Bowen, J.T., Makens, J.C., 2012, <i>Marketing in Hospitality and Tourism</i>, Pearson International Edition.</li> <li>3. Minciu Rodica, Popescu Delia, Pădurean Mihaela, Hornoiu Remus (2010), <i>Tourism Economics - Applications and Case Studies</i>, Ed. Uranus, Bucharest.</li> <li>4. Neacșu Nicolae, (2014) <i>Tourism Economics</i>, Ed. Expert, Bucharest.</li> <li>5. Nicorescu E. , 2019, <i>Management-Marketing</i>, Course Notes, "Andrei Saguna" University, Constanta;</li> </ol>
Examination:	Practical project 70%, evaluation of activities 30%.

## Management III/6

<b>Module number:</b> M601	<b>Module title: INNOVATION MANAGEMENT</b>
<b>Level/semester:</b>	first level/semester VI
<b>Professor:</b>	Suciu Ecaterina
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 24
	<b>Thereof practical hours:</b> 12
	<b>Thereof self-study hours:</b> 89
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students' acquisition of skills in the elements of innovation; Knowledge of the mechanisms of creativity and implementation of innovations.</p> <p><b>Specific objectives:</b> In-depth learning through exercises of techniques and methods to stimulate creativity and innovation; Develop skills to collect, analyse and operate with information concerning the technological and competitive environment; Develop practical capabilities to design and implement flexible innovation management systems and procedures geared towards continuous adaptation to new technological developments.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Innovation management - fundamentals</b>  The need for innovation  The notion of innovation  Innovation coordinates/aspects  Features and significance of innovation  <b>Innovation and strategy</b>  Freedom of innovative choice  Analysis of innovation-generating fundamentals-situations  Gathering ideas  Acceptance and realisation of ideas  <b>Organisation of the innovation plan</b>  Innovation as a project  The organisational dilemma  Organisation  Organisation of the structure  <b>Innovation in the firm (I)</b>  P.E.S.T. analysis</p>

The relationship between business and innovation  
Entering a new market (or creating a new market)

**Innovation in the firm (II)**

New form of company organisation  
Analysis of a company's technological potential

**Creativity and innovation management**

Creativity and innovation  
Creating a favourable climate for creativity  
Conflicting innovations  
Principles of innovation

**Creativity in the firm (I)**

Creativity  
Distinctive elements of creativity

**Creativity in the firm (II)**

Creative attitudes and motivation  
Motivation

**Techniques and methods for stimulating creativity**

Intuitive techniques and methods  
Logical or rational techniques and methods  
Techniques based on the application of quantitative and/or qualitative changes

**Creative techniques**

Group creativity techniques  
Individual creativity techniques

**Agents of change**

Creative dissatisfaction  
Tools of change agents  
Change leads to improvement

**Seminar:**

- Presentation of the subject sheet, how the seminars will be conducted, the specific requirements (e.g. papers, case studies), the material base to be used.
- Features and significance of innovation
- Analysis of innovation-generating fundamentals-situations.
- Types of barriers in innovation, overcoming them.
- Innovation plan
- PEST analysis
- Analysis of a company's technological potential
- Test measuring creativity
- Applying creative methods: brainstorming
- Half-year test
- Intuitive techniques and methods
- Practising creativity techniques in groups
- Resistance to change' test. Summary

**Bibliography:**

1. Alpopi C., (2006), *Creativity and Innovation*, ASE Publishing House, Bucharest;
2. Dalotă D.M., (2009), *Change and Innovation Management*, University Publishing House;

	<ol style="list-style-type: none"> <li>3. Nicolescu O., Verboncu I., (2008), <i>Fundamentele managementului organizațional</i>, Editura ASE, București;</li> <li>4. Nicolae, M. (2013), <i>Organizational Innovation Management. The road to excellence</i>, Tritonic Publishing House, Bucharest;</li> <li>5. Hamel, G. (2010), <i>The Future of Management</i>, Editura Publică, Bucharest.</li> </ol>
<b>Examination:</b>	Writtent test 70%, evaluation of activities 30%.

<b>Module number:</b> M602	<b>Module title: INVESTMENT EFFICIENCY</b>
<b>Level/semester:</b>	first level/semester VI
<b>Professor:</b>	Papari George Daniel
<b>Credit hours:</b>	<b>Thereof lecture hours:</b> 24
	<b>Thereof practical hours:</b> 24
	<b>Thereof self-study hours:</b> 52
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b></p> <ul style="list-style-type: none"> <li>• Introducing the concepts of investment efficiency and enterprise value and the concept of enterprise valuation;</li> <li>• Presentation of the relevant legal regulations and the systems of documents required to carry out investment activity at enterprise level and how to organise investment activity at enterprise level;</li> <li>• Explanation and use in applications of the methods, techniques and the system of economic and financial indicators necessary to carry out the feasibility study for the choice of the optimal investment project and the diagnostic analysis of the business;</li> </ul> <p>Presentation and deepening of the necessary practical and theoretical knowledge for the work of the financial auditor, the valuation expert and the authorized personnel in the process of preparation and control-evaluation of investment projects, feasibility studies of investment projects and enterprise valuation reports.</p> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand the need for the business to invest in objectives that lead to profit maximisation;</li> <li>• Understanding the concepts of investment efficiency and enterprise value and the concept of enterprise valuation;</li> <li>• Knowledge of the relevant legal regulations and documentation systems required to carry out investment activity at enterprise level;</li> <li>• Acquiring the skills to understand and use the methods, techniques and the system of economic and financial indicators necessary to carry out the feasibility study of the investment project and the diagnostic analysis of the business;</li> <li>• Knowledge of how investment activity is organised at enterprise level.</li> <li>• Explain and interpret economic efficiency criteria, evaluation methods and the main static and dynamic indicators of economic efficiency of investments;</li> </ul>

	<ul style="list-style-type: none"> <li>• Explaining and interpreting the results of modern methods for making investment decisions, allocation and optimal use of investment resources;</li> <li>• Explaining and deepening the practical and theoretical knowledge required for the work to be carried out by the financial auditor, the valuation expert and the authorised personnel in the process of preparation and control-evaluation of investment projects, feasibility studies of investment projects and enterprise valuation reports.</li> <li>• Learning the methodology for preparing and selecting an investment project: stages, procedures, completion techniques, criteria, evaluation indicators;</li> <li>• Learning the methodology for financing investment projects and using company evaluation reports;</li> <li>• Carrying out practical applications of the use of discount calculations in the investment decision for an economic objective;</li> <li>• Carrying out practical applications of economic and financial appraisal of investment projects under conditions of certainty, risk and uncertainty.</li> </ul>
<p><b>Content of the module:</b></p>	<p><b>Course:</b></p> <p>Course. 1. <b>Economic efficiency of investments and investment decision</b></p> <ul style="list-style-type: none"> <li>- The concept of economic efficiency</li> <li>- Investment efficiency - a form of expression of economic efficiency</li> </ul> <p>Overview of the investment concept</p> <p>2. Course. <b>Analysis of the economic efficiency of investments</b></p> <p>System of indicators of the economic efficiency of investments</p> <p>Investment volume(value), Execution period</p> <p>Lifetime, Specific investment</p> <p>Recovery period / equivalent expenditure</p> <p>3. Course. <b>The time factor in the analysis of the economic efficiency of investments</b></p> <ul style="list-style-type: none"> <li>- The time factor in the investment process</li> <li>- Updating technique</li> <li>- Key milestones in the investment process</li> <li>- The time factor in the investment process</li> <li>- Updating technique</li> </ul> <p>Key milestones in the investment process</p> <p>4. Course. <b>Investment feasibility study - content, principles</b></p> <ul style="list-style-type: none"> <li>- Analysis criteria in the feasibility study</li> <li>- Criteria for choosing projects without updating</li> <li>- Criteria for choosing projects with an update</li> <li>- Special project selection criteria</li> </ul> <p>Analysis criteria in the feasibility study</p> <p>5. Course. <b>Evaluation and selection of investment projects</b></p> <ul style="list-style-type: none"> <li>- Stages of project selection</li> <li>- Uncertainties in choosing projects - principles</li> <li>- Project selection under uncertainty</li> <li>- Stages of project selection</li> </ul> <p>6. course. <b>Rationale for the decision to fund investment</b></p> <ul style="list-style-type: none"> <li>- Self-financing - mobilising internal resources</li> <li>- Disposal of fixed assets, term commitment financing</li> <li>- Capital growth</li> </ul> <p>Restrictions on investment financing</p> <p>7. Course. <b>Economic valuation of enterprises</b></p>

- Evaluation theory
- Basic concept in evaluation
- Main types of evaluation

Enterprise value

8. Course. **Legal framework of evaluation activities**

**- standards and principles**

- Legal framework for evaluation activity
- Fundamental principles of evaluation
- Principles in business valuation
- Evaluation methods and techniques

9. Course. **Enterprise valuation**

- General considerations
- Enterprise value and price
- Classification of assessments
- Moments of assessment

10. Course. **The enterprise evaluation process**

- Problem definition
- Company diagnosis
- Approach to the three enterprise assessments

Problem definition

11. Course. **Stages and frameworks of the evaluation process**

- Asset-based approach
- Income approach
- Comparison approach
- Asset-based approach

12. Course. **Enterprise evaluation procedures**

- Reconciliation of the final value and estimate
- International investment financing organisations -

IMF,EBRD,IBRD

- Return on **investment**

Enterprise assessment standards

13. Course. **Assessment methods and techniques - diagnostic analysis, the profession of assessor**

6. Methods by rehabilitation or actualisation
7. Diagnostic analysis - determination of working capital,

Monte Carlo simulation.

8. Choice criteria in investment financing
9. The profession of assessor - rules of professional conduct

**Week 14**

14. Course - **Investment efficiency and its causal relationship with firm management**

**Seminar:**

**Week 1**

1. Seminar. **Economic efficiency of investments and investment decision**

*Specific features of agri-food investments and irrigation*

**Week 2**

2. Seminar. **Analysis of the economic efficiency of investments**

*Specificities of the evaluation of the efficiency of investments in the agri-food industry*

	<p><b>Week 3</b> 3. Seminar. <b>The time factor in the analysis of the economic efficiency of investment</b> <i>Indicators for assessing the effectiveness of investment activity</i></p> <p><b>Week 4</b> 4. Seminar. <b>Investment feasibility study - content, principles</b> <i>Economic efficiency at project level</i></p> <p><b>Week 5</b> 5. Seminar. <b>Evaluation and selection of investment projects</b> <i>Risk in choosing projects - definition of risk, principles in choosing the optimal project</i></p> <p><b>Week 6</b> 6 Seminar. <b>Rationale for the decision to fund investment</b> <i>Stages in the investment financing decision</i></p> <p><b>Week 7</b> 7. Seminar. <b>Economic valuation of enterprises</b> <i>Applications and discussion of enterprise valuation and market value determination</i></p> <p><b>Week 8</b> 8. Seminar. <b>Framework of legal regulations of evaluation activities - standards and principles</b> <i>Applications with valuation methods and techniques - the targeted net asset</i></p> <p><b>Week 9</b> 9. Seminar <b>Enterprise valuation</b> <i>Debates on the non-stored business market.</i></p> <p><b>Week 10</b> 10. Seminar. <b>The enterprise evaluation process</b> <i>Drawing up a business diagnosis</i></p> <p><b>Week 11</b> 11. Seminar. <b>Stages and frameworks of the evaluation process</b>  <i>Particular business valuation procedures.</i></p> <p><b>Week 12</b> 12. Seminar. <b>Enterprise evaluation procedures</b> <i>Discussions and applications on determining return on investment.</i></p> <p><b>Week 13</b> 13. Seminar. <b>Evaluation methods and techniques - diagnostic analysis, the profession of assessor</b> <i>Practical applications of diagnostic analysis and modality choice funding.</i></p> <p><b>Week 14</b> Seminar. <b>The procedure for recovering investments through the exploitation of objectives</b></p> <p><b>Bibliography:</b> 1. <b>HOROBET Alexandru</b> - <i>Risk Management in International Investments</i>, All Beck, Bucharest, 2005 <b>NISTORESCU Tudor</b>- <i>Enterprise Economics</i> - Ed. Scrisul Românesc, Craiova, 2005</p>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.



<b>Module number:</b> IGC603	<b>Module title: INTERNAL AUDIT</b>
<b>Level/semester:</b>	first level/semester VI
<b>Professor:</b>	Peta Caesar
<b>Credit hours:</b>	<b>There of lecture hours: 24</b>
	<b>Thereof practical hours: 12</b>
	<b>Thereof self-study hours: 64</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b></p> <ul style="list-style-type: none"> <li>• to understand the basic concepts and notions, the differences between financial audit and internal audit;</li> <li>• broadening the students' scope of knowledge, in particular by simulating internal audit, increasing the students' interest in auditing;</li> <li>• acquiring the techniques and methods applied by financial auditors during the course of an audit assignment, as well as how to apply the code of ethical conduct in accordance with the professional training standards required by the European Union;</li> </ul> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>• understanding the basic concepts of internal audit;</li> <li>• knowledge of how to implement internal auditing standards and internal audit rules in a changing environment;</li> <li>• explaining internal audit information with a role in increasing the credibility of the financial statements from the point of view of external users of information;</li> <li>• interpreting the quality of audit work in the decision-making process.</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>History of internal audit</b>  Internal audit - a brief history  Concept, principles and objectives  <b>Standardisation of internal audit part I</b>  Standard setters, international and national internal audit standards  <b>Standardisation of internal audit part II</b>  Scope of internal audit work  Forms of internal audit  <b>Organisation of internal audit part I</b>  Organisation of the internal audit department  Organisation of work  <b>Organisation of internal audit part II</b>  Effectiveness of the service  Audit Committee  <b>Internal audit standards</b></p>

Internal audit standards

Internal audit tools

**Internal audit planning**

Features of the preparation of the internal audit plan

Features of the internal audit plan

Principles of the internal audit plan

**Conduct of the internal audit mission part I -a**

Mission preparation

Notification

**Conduct of the internal audit mission part II**

Risk analysis

**Field work of the auditor**

Tools and techniques

**The closing stage in internal audit**

Closing the activity

Internal audit files

**Summary of conclusions**

The role of internal audit

Responsibility of the internal auditor

**Seminar:**

- Introductory seminar. presentation of the subject sheet, how the seminars will be conducted, specific requirements (e.g. papers), the material base to be used
- Glossary of terms
- Internal audit standardisation applications
- Debates on performance standards
- Organisation of internal audit activity
- Documentation in internal audit
- Semester testing
- Planning internal audit activity
- Internal audit mission applications
- Case studies - risk analysis
- Fieldwork applications
- Completion of internal audit work
- The role of internal audit
- Summary

**Bibliography:**

1. Ghiță, M., *Internal Audit*, 2nd edition, Editura Economică, Bucharest, 2009;
2. Morariu, A.; Suci, Gh.; Stoian, F., *Internal Audit and Corporate Governance*, Editura Economică, Bucharest, 2008;
3. Peța C., *Internal Audit - course notes*, University Andrei Șaguna, Constanta, 2022;
4. *Internal Audit Guide - CAFR 2016*
5. CHAMBER OF FINANCIAL AUDITORS OF ROMANIA - *Decision on the approval of the Internal Audit Standards no.88/19.04.2007*;
6. Law No 672 of 19.12.2002 on Internal Public Audit (as amended and supplemented), republished in M.Of., Part I No 856 of 05.12.2011;
7. O.U.G. no. 75 of 01.06.1999 on financial audit activity - republished - (with subsequent amendments and additions), in M.Of. Part I no. 598 of

22.08.2003;

8. H.G.R. no. 433 of 27.04.2011 for the approval of the Regulation of organization and functioning of the Chamber of Financial Auditors of Romania, published in M.Of., Part I, no. 345 of 18.05.2011;

9. H.G.R. no. 817 of 15.11.2017 on the organisational structure and number of posts of the Authority for Public Oversight of Statutory Audit Activity, established by reorganisation of the Council for Public Oversight of the Accounting Profession (with subsequent amendments and additions), published in M.Of., Part I, no. 920 of 23.11.2017;

10. H.G.R. no. 1086 of 11.12.2013 for the approval of the General Rules on the exercise of internal public audit activity, published in M.Of., Part I no. 17 of 10.01.2014;

11. Order of the Minister of Public Finance no. 252 of 03.02.2004 approving the Code of Ethical Conduct of the Internal Auditor, published in M.Of., Part I no. 128 of 12.02.2004;

Romania of financial auditors approved in other Member States and of auditors approved in third countries, published in M.Of., Part I no. 454 of 31.05.2018;

13. Order of the Authority for Public Oversight of Statutory Audit Activity no. 87 of 10.08.2018 for the approval of the Rules on the authorisation of financial auditors and audit firms in Romania, recognition of audit firms from other Member States, withdrawal and regaining of authorisation, published in M.Of., Part I no. 721 of 21.08.2018;

14. Order of the Authority for Public Oversight of Statutory Audit Activity no. 88 of 13.08.2018 approving the Rules on the suspension of the activity of financial auditors and audit firms, published in M.Of., Part I no. 734 of 24.08.2018;

15. Order of the Authority for Public Oversight of Statutory Audit Activity no. 89 of 14.08.2018 approving the Rules on the good reputation of trainees in financial audit activity, financial auditors and audit firms, published in M.Of., Part I no. 733 of 24.08.2018;

16. Order of the Authority for Public Oversight of Statutory Audit Activity no. 90 of 14.08.2018 approving the Rules on continuous professional training of financial auditors, published in M.Of., Part I no. 752 of 31.08.2018;

17. Order of the Authority for Public Oversight of Statutory Audit Activity no. 105 of 11.09.2018 approving the Rules on the registration of financial auditors and audit firms in the electronic public register of financial auditors and audit firms, published in M.Of., Part I no. 801 of 19.09.2018;

18. Order of the Authority for Public Oversight of Statutory Audit Activity no. 135 of 20.09.2018 approving the Rules on the organisation and conduct of the professional competence examination, published in M.Of., Part I no. 829 of 27.09.2018;

19. H.C.A.F. no. 2 of 21.04.2018 on the approval of the Rules of Organization and Functioning of the Chamber of Financial Auditors of Romania, published in M.Of., Part I no. 436 of 23.05.2018;

20. H.C.A.F. no. 16 of 10.03.2016 for the approval of the Regulation on the organisation and functioning of the executive apparatus of the Chamber of Financial Auditors of Romania (with subsequent amendments and additions), published in the M.Of., Part I no. 231 of 29.03.2016;

21. H.C.A.F. no. 35 of 24.04.2014 on the approval of dues and fees for members of the Chamber of Financial Auditors of Romania, natural and legal persons, and for trainee members in the financial audit activity (with subsequent amendments and additions), published in M.Of., Part I no. 358 of

	<p>15.05.2014;</p> <p>22. H.C.A.F. no. 56 of 02.11.2015 for the approval of the Guide on the implementation of the International Standards on Internal Auditing, published in M.Of., Part I no. 845 of 13.11.2015;</p> <p>23. H.C.A.F. no. 67 of 26.07.2018 for the approval of the Rules on the registration as a member of the Chamber of Financial Auditors of Romania and registration in the Register of Members of the Chamber of Financial Auditors of Romania, published in M.Of., Part I no. 711 of 16.08.2018;</p> <p>24. H.C.A.F. no. 84 of 23.10.2018 approving the Regulation on the organization and functioning of the Disciplinary Committee of the Chamber of Financial Auditors of Romania, published in M.Of., Part I no. 983 of 20.11.2018;</p> <p>25. H.C.A.F. no. 86 of 25.10.2018 for the approval of the Rules on the withdrawal, regaining and suspension of membership of the Chamber of Financial Auditors of Romania for financial auditors and audit firms, published in the M.Of., Part I no. 969 of 15.11.2018;</p> <p>26. H.C.A.F. no. 98 of 09.01.2018 on the approval of the Rules for the continuous professional training of financial auditors according to the Government Emergency Ordinance no. 75/1999 on the financial audit activity, published in M.Of., Part I no. 20 of 09.01.2019;</p> <p>27. H.C.A.F. no. 111 of 06.12.2017 on the full adoption of the Mandatory Standards of the International Framework of Professional Practices for Internal Auditing, 2017 edition, published in M.Of., Part I no. 7 of 04.01.2018</p> <p>29. Decision of the Superior Council of the Chamber of Financial Auditors of Romania no. 56 of 02.11.2015 for the approval of the Guide on the implementation of the International Standards on Internal Auditing.</p>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> M603	<b>Module title: MARKETING POLITICS</b>
<b>Level/semester:</b>	first level/semester VI
<b>Professor:</b>	Mircica Nela
<b>Credit hours:</b>	<b>Thereof lecture hours: 24</b>
	<b>Thereof practical hours: 12</b>
	<b>Thereof self-study hours: 64</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Students will learn to identify, describe and analyse the main techniques and processes involved in interpersonal communication. This will enable them to communicate more effectively in their personal and professional lives.</p> <p><b>Specific objectives:</b> Training of the necessary skills to analyse tools, techniques and strategies in the field of political marketing; Developing creativity in building political marketing strategies; Learning the skills to successfully use specific communication techniques and strategies in the work and work of an election campaign team where they will be able to execute techniques and implement strategies specific to public and electoral communication.</p>
<b>Content of the module:</b>	<p><b>Course:</b> THE PARTICULARITIES OF POLITICAL MARKETING Defining political marketing; Political marketing specialisations. ELECTION MARKETING STRATEGIES Typology of electoral marketing strategies; The specifics of electoral activity. The image the candidate wants to impose on the electorate. PRODUCT POLICY IN POLITICAL MARKETING Candidate's persona: age, gender, physical appearance, as a product of political marketing; The candidate's persona and political ideas as a political marketing product; voters' mental representations of the candidate's image. PRICING AND DISTRIBUTION POLICIES IN ELECTION MARKETING Price politics in election marketing; Distribution policy of social and political organisations. THE USE OF PROMOTIONAL COMMUNICATION IN ELECTORAL CAMPAIGNING Marketing organisation of political party activity</p>

The specifics of electoral communication.  
**HUMAN RESOURCES MANAGEMENT IN ELECTION MARKETING**  
 Volunteers and professionals in election campaigns;  
 The place and role of the political consultant in the election campaign.  
**MANAGEMENT OF FINANCIAL RESOURCES IN SOCIAL AND POLITICAL ORGANISATIONS; COLLECTION OF FUNDS FROM INDIVIDUALS**  
 Fundraising from individuals: donations, competitions, telecons.  
**MANAGEMENT OF FINANCIAL RESOURCES IN SOCIAL AND POLITICAL ORGANISATIONS; COLLECTION OF FUNDS FROM LEGAL ENTITIES**  
 Attracting subsidies from public funds;  
 Legal and efficient use of financial resources.  
**SOCIAL-POLITICAL MARKETING RESEARCH**  
 The scope and typology of social-political marketing research;  
 Documentary study in social-political marketing research.  
**QUALITATIVE RESEARCH IN SOCIAL-POLITICAL MARKETING**  
 Qualitative marketing research - content, role, types, benefits;  
 The use of qualitative research in social-political marketing.  
**QUANTITATIVE RESEARCH IN SOCIAL-POLITICAL MARKETING**  
 Stages of conducting quantitative research.  
**SKETCH OF THE ROMANIAN POLITICAL IMAGINARY**  
 Mythology of institutions: state, church, army, school

**Seminar:**

- Presentation of the subject sheet, how the seminars will be conducted, the specific requirements (e.g. papers), the material base to be used.
- Debates on the role of political marketing and its place among economic and administrative sciences.
- Explanation of lecture notes.
- The need for strategy in political marketing.
- The most important element of a political marketing strategy: choosing the right candidate
- Thorough analysis in political marketing or "nothing is done at random";
- Target audience - know who you are talking to.
- Means of communicating the electoral message;
- The message - point taken, point struck!
- Election speech;
- The image of the political candidate.
- The role of the media in election campaigns.
- The classic stages of an election campaign.
- Criticism of pre-election opinion polls.
- Elements of election advertising and new media.
- Consumer behaviour and techniques to influence voters.
- Marketing in government
- Political marketing and democracy.

**Bibliography:**

1. Adăscaliței, Virgil, (2005), *Euromarketing*, 2nd edition, Uranus Publishing House, Bucharest.

	<ol style="list-style-type: none"> <li>2. Barbaros, Corina, (2014), <i>Political Communication. Construirea spectacolului politic, a opiniei publice si a agendei publice</i>, Editura Adenium, Iași.</li> <li>3. Barbaros, Corina, (2014), <i>Political Marketing. Repere teoretice și strategii de azione</i>, Adenium Publishing House, Iași.</li> <li>4. Carnegie, Dale, (2018), <i>Stand and deliver. How to become a master communicator and accomplished speaker</i>,</li> <li>5. Carnegie, Dale, (2019), <i>How to communicate effectively</i>, Litera Publishing, Bucharest.</li> <li>6. Carville, James, Paul Begala, (2014), <i>Kiss it on the nose and kiss it all. Manual de marketing politic</i>, Editura: Humanitas, Bucharest.</li> <li>7. Dinu, Gabriel, (2014), <i>Marketing politic</i>, Economica Publishing House, Bucharest.</li> <li>8. Lees-Marshment, Jennifer (2019), <i>Political Marketing - Principles and Applications</i>, Published by Taylor&amp;Francis Inc, Oxfordshire - United Kingdom.</li> <li>9. Mircică, Nela, (2021), Course Summary - Political Marketing</li> <li>10. Moise, Andrei Emil, (2016), <i>Political Communication, Electoral Marketing and Public Administration</i>, Pro Universitaria Publishing House, Bucharest.</li> <li>11. Pripp, Cristina, (2002), <i>Political Marketing</i>, Nemira Publishing House, Bucharest.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.

<b>Module number:</b> M604	<b>Module title: SUSTAINABLE DEVELOPMENT</b>
<b>Level/semester:</b>	Third level/semester VI
<b>Professor:</b>	Corbu Ion
<b>Credit hours:</b>	<b>Thereof lecture hours: 24</b>
	<b>Thereof practical hours: 24</b>
	<b>Thereof self-study hours: 77</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b> Awareness of the importance and role of sustainable development, the need for such developments and the acquisition of specialist terminology. Strengthening a scientific basis, the development of professional reasoning on theories of sustainable development; identifying and opting for optimal methods of solving the problems imposed by the development sustainable. Implementing economic development paradigms while take into account the principles and mechanisms of sustainable development.</p> <p><b>Specific objectives:</b>  <b>A. Cognitive objectives</b>  1) Familiarize students with sustainable development issues, principles, structures, legal basis, functioning.  <b>B. Procedural objectives</b>  1) Providing students with information on sustainable development tools and procedures.  2) Students' assimilation of the knowledge needed to implement sustainable development projects.  3) Training students in scientific research activities and developing argumentation skills.  <b>C. Attitudinal objectives</b>  1) Compliance with ethical rules in the context of development sustainable.  2) Cooperation in interdisciplinary working teams.  3) Knowledge of sustainable development issues.  4) Developing a personal and professional development plan.</p>
<b>Content of the module:</b>	<p><b>Course:</b>  <b>Introduction to sustainable development issues</b>  1. Notions, concepts, principles, risk factors  2. Structure, functions, content  3. Types, characteristics, principles</p>



4. Evolution of the concept of sustainable development

5. Human and natural resources

6. Capital, technology, information

**Chapter 2. Sustainable development objectives**

1. Global targets agreed by UN member countries

2. National targets

3. Summits dedicated to sustainable development

**Chapter 3. Economic development from a sustainable development perspective.**

4. Efficiency and ethics in sustainable development.

5. Optimising resource allocation

6. Externalities

7. Indicators of sustainable development

8. Optimising sustainable development

**Ch. 4. Sustainable development and social responsibilities of entities economic**

1. Social responsibility

2. Paradigms in sustainable development

3. Controversies, contradictions

**Chapter 5. Trends in sustainable development**

1. Paradigms in sustainable development

2. Social and economic asymmetries and inequalities;

3. Development Contradictions

**Chapter 6. Competition as a driver of economic development sustainable**

1. Competition policies in the context of sustainable development

2. Competing in a globalised market

**Chapter 7. Global risks in sustainable development**

1. The risk of population growth outstripping the planet's ability to provide livelihood factors

Risk of environmental damage

3. Risk of non-development

**Ch. 8. Innovation and modernisation as factors of sustainable development**

1. Technological innovation and the economy

2. Innovation and the information society

3. Innovation and the environment

**Ch. 9. Sustainable development and citizens' well-being**

1. Sustainable development and poverty eradication

2. Sustainable human development

3. Increasing quality of life and sustainable development.

**Seminar:**

**1. Sustainable development objectives**

**2. Evolution of the concept of sustainable development. Human resources**

**and natural resources**

**3. Economic development in the perspective of sustainable development**

**4. Economic development in the perspective of sustainable development**

**5. Sustainable development and social responsibilities of entities**

**Economic**

**6. Competition as a driver of sustainable economic development**

**7. Global risks in sustainable development**

	<p><b>Innovation and modernisation as factors of sustainable development</b></p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1) Ion Corbu, Sustainable Development, Andrei Saguna Foundation Publishing House, Constanta, 2022</li> <li>2) Băcescu M., Băcescu-Cărbunaru A., Macroeconomics and Macroeconomic Policies, Ed. ALL Educational, Bucharest, 1998.</li> <li>3) Bodea Gabriela, Sustainable Development, 37 oC, Ed. Presa Universitară Clujeană, Cluj-Napoca, 2014.</li> <li>4) Bodea Gabriela, The economic system, between imbalance and development, Ed. Dacia, Cluj-Napoca, 1999.</li> <li>5) Didier Michel, Economy: the rules of the game, Ed. Humanitas, Bucharest, 1994.</li> </ol> <p><b>Web pages:</b></p> <ol style="list-style-type: none"> <li>1) <a href="https://dezvoltaredurabila.gov.ro/">https://dezvoltaredurabila.gov.ro/</a></li> <li>2) <a href="https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals/eu-holisticapproach-sustainable-development_en">https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals/eu-holisticapproach-sustainable-development_en</a></li> <li>3) <a href="http://mmediu.ro/categorie/dezvoltare-durabila/195">http://mmediu.ro/categorie/dezvoltare-durabila/195</a></li> <li>4) <a href="http://strategia.cndd.ro/">http://strategia.cndd.ro/</a></li> <li>5) <a href="http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/education-forsustainable-development/">http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/education-forsustainable-development/</a></li> <li>6) <a href="http://www.unece.org/env/esd">http://www.unece.org/env/esd</a></li> </ol>
<b>Examination:</b>	Written test 70%, evaluation of activities 30%.

<b>Module number:</b> MX605	<b>Module title: MANAGEMENT-MARKETING IN TOURISM</b>
<b>Level/semester:</b>	first level/semester VI
<b>Professor:</b>	Nicorescu Elisabeta
<b>Credit hours:</b>	<b>Thereof lecture hours: 24</b>
	<b>Thereof practical hours: 12</b>
	<b>Thereof self-study hours: 52</b>
<b>Language:</b>	ROMANA
<b>Learning outcomes/goals/skills of the module:</b>	<p><b>Overall objective:</b></p> <ul style="list-style-type: none"> <li>• The acquisition of a significant amount of economic knowledge, the training of specialists with their own system of thought and action, capable of finding optimal solutions for the efficient functioning of the national economic system, the tourism system in particular.</li> <li>• To create and develop skills in the use of management and marketing tools and methods to identify and research national and/or international tourism markets.</li> </ul> <p><b>Specific objectives:</b></p> <ul style="list-style-type: none"> <li>• Knowledge of notions and concepts related to tourism;</li> <li>• Understanding the factors influencing tourism development;</li> <li>• Explaining and interpreting the place and role of tourism in the economy;</li> <li>• He understood the multiplier effect of tourism;</li> <li>• Knowledge of the criteria for classifying forms of tourism;</li> <li>• Knowing, understanding and interpreting the particularities of forms of tourism. Carrying out practical applications on the economic and financial evaluation of investment projects under conditions of certainty, risk and uncertainty.</li> </ul>
<b>Content of the module:</b>	<p><b>Course:</b></p> <p><b>Tourism, an economic and social phenomenon</b>  Contributions to economic and social development  Classification of forms of tourism  Determinants of tourism development</p> <p><b>Management in tourism</b>  Organisation and management of tourism  Tourism management treated as a system  Planning managerial functions  Tourism development  External company doctor</p> <p><b>Tourism market and tourism marketing</b></p>

Introduction to tourism marketing  
The particularities and structure of the tourism market  
Components and stages of a marketing programme  
**Tourism marketing mix**  
Tourism product policy  
Pricing and Tariff Policy  
Distribution (marketing) policy  
Tourism product promotion policy  
**Supply and demand in tourism marketing**  
Content and structure  
Tourist offer.  
**Customer communication - marketing method applied in tourism management:**  
The particularities of communication in tourism;  
Reasons for communicating with customers  
Interpersonal means of communication  
Personal means of communication  
Ethics in tourism; Communication mix  
**Marketing research applied to tourism marketing**  
Characterisation of marketing studies  
Methodological approach  
Exploratory studies applied to tourism  
Descriptive studies applied to tourism  
**Tourism consumer behaviour**  
Tourism consumption  
The consumer and the consumer  
**Purchase decision**  
Models of investigation  
Consumer protection and safety  
Contractual operations in tourism  
**Tourist traffic**  
Tourism flows worldwide  
Estimates of tourist traffic  
**Determinants of industry development**  
**tourism. Marketing influences**  
General  
Tourism efficiency and sustainability  
**Quality marks in tourism**  
Implementation of Tourism Plans  
Methodologies for the classification of tourist accommodation facilities

**Seminar:**  
Presentation of the course outline, how the seminars will be conducted, the specific requirements, the material base to be used  
Methodology for measuring the volume of tourism activities  
Strategic planning  
Implementation of the Marketing Plan  
Establishing criteria for analysing the determinants of tourism development  
Establishing criteria for analysing the determinants of tourism development  
Exercises in coastal tourism planning  
Exercises on how to draw up a plan for tourism planning in mountain areas  
Exercises in the elaboration of a plan for tourism planning in the Danube Delta area

	<p>Planning in rural and peri-urban areas. Behavioural patterns of tourism company staff</p> <p>Workshop on the preparation of the tourism licence</p> <p>Development of the presentation sheet for the main tourist resorts</p> <p>Semester testing</p> <p>Implementation of the tourism marketing programme</p> <p>Sightseeing tours</p> <p>Programme for the organisation and marketing of a tourism product with the theme</p> <p>Workshop to develop the elasticity of demand for tourism (based on prices and income).</p> <p>Calculation of the main indicators characterizing tourist movement: relative preference, tourist stay, tourist density, tourist intensity</p> <p>Summary</p> <p><b>Bibliography:</b></p> <ol style="list-style-type: none"> <li>1. Holloway, J.Ch., <i>Marketing in Tourism</i>, Prentice Hall, 2010;</li> <li>2. Kotler, Ph., Bowen, J.T., Makens, J.C., <i>Marketing in Hospitality and Tourism</i>, Pearson International Edition, 2012;</li> <li>3. Minciu Rodica, Popescu Delia, Pădurean Mihaela, Hornoiu Remus, <i>Tourism Economics - Applications and Case Studies</i>, Ed. Uranus, Bucharest, 2010;</li> <li>4. Neacșu Nicolae, <i>Tourism Economics</i>, Ed. Expert, Bucharest, 2014;</li> <li>5. Nicorescu, <i>Management-marketing in tourism, Course Notes</i>, "Andrei Saguna" University, 2021.</li> </ol>
<b>Examination:</b>	Practical project 70%, evaluation of activities 30%.