

**CURRICULA**  
**Academic Year 2025-2026**

**1. Information about the program**

1.1. Institution	„1 Decembrie 1918” University of Alba Iulia
1.2. Faculty	<b>Economic Sciences</b>
1.3. Department	<b>Business Administration and Marketing</b>
1.4. Study field	<b>Business Administration</b>
1.5. Level	<b>Masteral Studies</b>
1.6. Study program	<b>Business Administration (in English)</b>

**2. Information about discipline**

2.1. Discipline title	Business Communication and Negotiation	2.2. Course code	BA 112
2.3. Course coordinator	Conf.univ.dr. Gavrilă-Paven Ionela		
2.4. Seminar coordinator	Conf.univ.dr. Maican Silvia Ștefania		
2.5. Study year	I	2.6. Semester	I
		2.7. Evaluation type (E/C/VP)	E
		2.8. Type of course (C – compulsory, Op – optional)	C

**3. Number of teaching hours per semester**

3.1. Teaching hours per week	4	from wich: 3.2. course	2	3.3. seminar	2
3.4. Total of hours per semester	56	from wich: 3.5. course	28	3.6. seminar/laboratory	28
Distribution of time					Number of hours
Study from course book					50
Suplimentary documentation					40
Preparing for seminars, papers					40
Mentoring					12
Exams					2

Total of hours per individual study	144
3.8 Total of hours per study plan	56
3.9 Total of hours per semester	200
3.10 Number of ECTS credits allocated	8

**4. Preconditions** (when is the case)

4.1. of curriculum	<i>n.a.</i>
4.2. of competences	<i>n.a.</i>

**5. Conditions** (when is the case)

5.1. for the course	<i>Courses hall with videoprojectory and blackboard</i>
5.2. for the seminar	<i>Courses hall with videoprojectory and blackboard</i>

**6. Specific competences**

Professional competences	<i>R2/C2 Find solutions to problems R3/C3 Manages the implementation of government policy R4/C4 Provides advice on economic development R9/C9 Use communication techniques R12/C12 Has management skills R13/C13 Negotiate with stakeholders</i>
Additional competences	<i>R21/CT1 Demonstrates entrepreneurial spirit</i>

**7. Learning outcomes**

Knowledge	<i>This course provides students with comprehensive knowledge of the principles, processes, and strategies involved in effective business communication and negotiation. Students will gain an understanding of verbal and non-verbal communication, communication styles across cultures, and the role of communication in organizational contexts. The course covers key concepts related to negotiation, including negotiation types, stages, tactics, and conflict resolution strategies. Emphasis is also placed on the ethical aspects of communication and negotiation within</i>
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	<i>professional environments.</i>
Skills	<i>Through the development of practical skills, students will learn to communicate clearly and persuasively in both written and oral formats, tailored to diverse business audiences. They will acquire the ability to structure professional documents, deliver impactful presentations, and manage communication in meetings and digital platforms. In negotiation, students will practice strategies for preparing, conducting, and concluding negotiations, applying active listening, persuasion, and problem-solving techniques. Role-playing and case studies are used to build confidence and adaptability in real-life business scenarios.</i>
Responsibility and autonomy	<i>In terms of responsibility and autonomy, students are expected to take initiative in managing their own learning and improving their communication competence. They will work independently and in teams to develop negotiation strategies and communication plans, demonstrating responsibility for the outcomes of their decisions and interactions. The course fosters an attitude of openness, respect, and ethical awareness in communication, encouraging students to act professionally and autonomously in diverse and sometimes challenging business contexts.</i>

### 8. Discipline objectives

7.1 General objective	Developing Master students' knowledge on the importance of communication in the economic field, communication and public relations at the level of public-private and private-public organizations and partnerships in business development.
7.2 Specific objective	Developing Master students' knowledge of the content, structure and functions of communication at the level of an organization. Familiarizing learners with the concepts of public relations and advertising as ways of organizational communication. Student knowledge of stress-generating factors, conflict theories, and ways to manage conflicting solutions at the level of organizations to streamline work processes. Familiarizing with the concept of public-private and private-private partnership in business development.

### 9. Content

Course	Teaching methods	Obs.
<b>1. Concept of communication: content, structure, functions.</b> Axioms of communication. Theories on communication. Levels of human communication. Irreversibility of communication.	Lecture/Discussions/ Illustrations	2 hours
<b>2. Communication and language.</b> Empathy and Listening to the Interlocutor - Communication Fundamentals. Verbal communication. Nonverbal communication. Semiotics and gesture communication.	Lecture/Discussions/ Illustrations	2 hours
<b>3. Public relations and advertising.</b> Semiotics of advertising. Communication and media. Handling through advertising and the media. The image of the institutions.	Lecture/Discussions/ Illustrations	2 hours
<b>4. Organizational communication.</b> Conflict situations and communication: crisis, conflict and communicative process in public relations.	Lecture/Discussions/ Illustrations	2 hours
<b>5. Organizational communication.</b> Group communication: Brainstorming sessions, Team spirit, Communication in working groups, Negotiation.	Lecture/Discussions/ Illustrations	2 hours
<b>6. Strategies to prevent and reduce organizational conflicts.</b> Factors generating stress in organizations, conflictual theories and ways to manage stress in these organizations.	Lecture/Discussions/ Illustrations	2 hours
<b>7. Strategies to prevent and reduce organizational conflicts.</b> Causes of dysfunctional organizational conflicts. Personality of human resources and organizational stress.	Lecture/Discussions/ Illustrations	2 hours
<b>8. Strategies to prevent and reduce organizational conflicts.</b> Stress factors at executive and managerial level. Operational stress factors. Organizational changes, stress-generating factors? Tehnostresul and organizational conflicts.	Lecture/Discussions/ Illustrations	2 hours
<b>9. Work motivation in local organizations, conflict-generating issue.</b> The main types of motivation at the level of organizations. Types of conflicts. Methods and techniques for diminishing and mitigating conflicts.	Lecture/Discussions/ Illustrations	2 hours
<b>10. The concept of partnership (public-private and private-private).</b> Community Involvement in Producing Collective Welfare.	Lecture/Discussions/ Illustrations	2 hours
<b>11. The concept of partnership (public-private and private-private).</b> The concept of citizen and social participation in the context of changing the welfare state. Features of the public, private, nonprofit sector.	Lecture/Discussions/ Illustrations	2 hours
<b>12. The concept of partnership (public-private and private-private).</b> Why	Lecture/Discussions/	2 hours

there is a need for a public management reform. The characteristics of the public private partnership.	Illustrations	
<b>13. Social services and public-private partnership.</b> Conceptual definitions of social services. Alternative social services by delegating responsibility for the provision of social services.	Lecture/Discussions/ Illustrations	2 hours
<b>14. Social services and public-private partnership.</b> Conversion of social services. The subcontracting process.	Lecture/Discussions/ Illustrations	2 hours
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Czarnecka, A; Albrychiewicz-Slocinska, A; <i>Paven, IG (Paven, Ionela Gavrilă)</i>; Poor, J; Skiba, L, Challenges in management of employees' ethical attitudes, <i>Managerial Trends in the Development of Enterprises in Globalization Era</i>, p. 313-320, 2017.</li> <li>2. Czarnecka, Aleksandra; Albrychiewicz-Slocinska, Anna; <i>Paven, Ionela Gavrilă</i>; et al., Utilitarian ethical attitudes towards young employees, <i>Managerial Trends in the Development of Enterprises in Globalization Era</i>, p. 321-327, 2017.</li> <li>3. Dinu Mihai – Comunicare, Editura Algos, București, 2000;</li> <li>4. <i>Gavrilă-Paven Ionela</i>, Ioana Popa (Jeler), Sondaj de opinie: Percepția experților români privind rolul controlului în absorbția fondurilor europene, Euroinfo - Revistă lunară Nr. 2/2018 ISSN 1582-9723, <a href="http://www.nos.iem.ro/bitstream/handle/11748/1282/622-922-1-PB.pdf?sequence=1&amp;isAllowed=y">http://www.nos.iem.ro/bitstream/handle/11748/1282/622-922-1-PB.pdf?sequence=1&amp;isAllowed=y</a></li> <li>5. <i>Gavrilă-Paven Ionela</i>, Mălina Cordos, Effective Team Communication Role in Project Implementation Success, 2017, International Conference on Economic and Social Studies, <a href="https://www.researchgate.net/publication/319191776">https://www.researchgate.net/publication/319191776</a> <a href="https://www.researchgate.net/publication/319191776">Effective Team Communication Role in Project Implementation Success</a>,</li> <li>6. <i>Gavrilă-Paven Ionela</i>, Entrepreneurial University in the Framework of Sustainable Development, IV International Scientific Conference "Future Trends, Organizational Forms and Effectiveness of Cooperation Development between Russian and Foreign Universities" 21–22 April 2016, pp. 350-357</li> <li>7. <i>Gavrilă-Paven Ionela</i> – Business Communication and Public Relations, Seria Didactica, Editura Universității „1 Decembrie 1918” Alba Iulia, 2013;</li> <li>8. <i>Gavrilă-Paven Ionela</i> – Comunicare și relații publice în afaceri, Departamentul ID, Universitatea 1 Decembrie 1918, Alba Iulia, 2023.</li> <li>9. Maican Silvia Ștefania, <i>Gavrilă-Paven Ionela</i>, Carmen Adina Paștiu, Effective Communication and Improved Educational Results for Students in Economic Specializations, VI International Scientific Conference Determinants of Regional Development, Pila 2017, <a href="http://bazekon.icm.edu.pl/bazekon/element/bwmeta1.element.ekon-element-000171477021">http://bazekon.icm.edu.pl/bazekon/element/bwmeta1.element.ekon-element-000171477021</a></li> <li>10. Marinescu Valentina – Introducere în teoria comunicării. Principii, modele, aplicații, Editura Tritonic, București, 2003;</li> <li>11. Pânișoară Ion Ovidiu – Comunicarea eficientă, Editura Polirom, Iași, 2004;</li> <li>12. Skiba, Lukasz; Albrychiewicz-Slocinska, Anna; <i>Ionela, Gavrilă Paven</i>; et al., "Humanity" as part of the CSR strategy, <i>Managerial Trends in the Development of Enterprises in Globalization Era</i>, p. 669-677, 2017.</li> </ol>		
<b>Seminar</b>		
1. Concept of communication: content, structure, functions.	Examples and study cases	2 hours
2. Concept of communication: communication and language	Examples and study cases	2 hours
3. Public relations and advertising (I)	Examples and study cases	2 hours
4. Public relations and advertising (II)	Examples and study cases	2 hours
5. Organizational communication (I)	Examples and study cases	2 hours
6. Organizational communication (II)	Examples and study cases	2 hours
7. Strategies to prevent and reduce organizational conflicts (I)	Examples and study cases	2 hours
8. Strategies to prevent and reduce organizational conflicts (II)	Examples and study cases	2 hours
9. Work motivation in local organizations	Examples and study cases	2 hours
10. Organizations: conflict-generating issue	Examples and study cases	2 hours
11. The concept of partnership (public-private and private-privat) (I)	Examples and study cases	2 hours
12. The concept of partnership (public-private and private-privat) (II)	Examples and study cases	2 hours
13. Social services and public-private partnership (I)	Examples and study cases	2 hours
14. Social services and public-private partnership (II)	Examples and study cases	2 hours
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Czarnecka, A; Albrychiewicz-Slocinska, A; <i>Paven, IG (Paven, Ionela Gavrilă)</i>; Poor, J; Skiba, L, Challenges in management of employees' ethical attitudes, <i>Managerial Trends in the Development of Enterprises in Globalization Era</i>, p. 313-320, 2017.</li> <li>2. Czarnecka, Aleksandra; Albrychiewicz-Slocinska, Anna; <i>Paven, Ionela Gavrilă</i>; et al., Utilitarian ethical attitudes towards young employees, <i>Managerial Trends in the Development of Enterprises in Globalization Era</i>, p. 321-327, 2017.</li> <li>3. Dinu Mihai – Comunicare, Editura Algos, București, 2000;</li> </ol>		

4. *Gavrilă-Paven Ionela*, Ioana Popa (Jeler), Sondaj de opinie: Percepția experților români privind rolul controlului în absorbția fondurilor europene, Euroinfo - Revistă lunară Nr. 2/2018 ISSN 1582-9723, <http://www.nos.iem.ro/bitstream/handle/11748/1282/622-922-1-PB.pdf?sequence=1&isAllowed=y>
5. *Gavrilă-Paven Ionela*, Mălina Cordos, Effective Team Communication Role in Project Implementation Success, 2017, International Conference on Economic and Social Studies, [https://www.researchgate.net/publication/319191776\\_Effective\\_Team\\_Communication\\_Role\\_in\\_Project\\_Implementation\\_Success](https://www.researchgate.net/publication/319191776_Effective_Team_Communication_Role_in_Project_Implementation_Success),
6. *Gavrilă-Paven Ionela*, Entrepreneurial University in the Framework of Sustainable Development, IV International Scientific Conference "Future Trends, Organizational Forms and Effectiveness of Cooperation Development between Russian and Foreign Universities" 21–22 April 2016, pp. 350-357
7. *Gavrilă-Paven Ionela* – Business Communication and Public Relations, Seria Didactica, Editura Universității „1 Decembrie 1918” Alba Iulia, 2013;
8. *Gavrilă-Paven Ionela* – Comunicare și relații publice în afaceri, Departamentul ID, Universitatea 1 Decembrie 1918, Alba Iulia, 2023.
9. Maican Silvia Ștefania, *Gavrilă-Paven Ionela*, Carmen Adina Paștiu, Effective Communication and Improved Educational Results for Students in Economic Specializations, VI International Scientific Conference Determinants of Regional Development, Pila 2017, <http://bazekon.icm.edu.pl/bazekon/element/bwmeta1.element.ekon-element-000171477021>
10. Marinescu Valentina – Introducere în teoria comunicării. Principii, modele, aplicații, Editura Tritonic, București, 2003;
11. Pânișoară Ion Ovidiu – Comunicarea eficientă, Editura Polirom, Iași, 2004;
12. Skiba, Lukasz; Albrychiewicz-Slocinska, Anna; *Ionela, Gavrilă Paven*; et al., "Humanity" as part of the CSR strategy, *Managerial Trends in the Development of Enterprises in Globalization Era*, p. 669-677, 2017.

**Corroborating the contents of the discipline with the expectations of epistemic community representatives, professional associations and representative employers in the field of the program**

*The content of the discipline is adapted to the needs and importance of communication at the organization level. The course contributes to the training of future specialists in business communication, public relations, negotiation and public-private partnerships. Assimilated knowledge and skills acquired in this course will offer masters the opportunity to identify real economic issues, to solve them by using methods and tools of scientific investigation.*

**Evaluation type**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percent in the final grade
10.4 Course	- <i>Course portfolio</i> - <i>Solving the exam requirements</i>	<i>Evaluation during semester</i> <i>Final exam</i>	40% 40%
10.5 Seminar	- <i>Finishing the practical activities</i> - <i>Scientific content of the papers</i>	<i>Participation in debates</i>	20%
	- <i>Involvement in classes topic</i>		
10.6 Minimum performance standard:			
Demonstrating the competences: <i>Scientific documentation on business communication, public relations, the importance of public-private partnerships and/or the preparation and support of a scientific paper.</i>			

Date:  
12.09.2025

Signature of course coordinator:  
Conf.univ.dr. Gavrilă-Paven Ionela

Signature of seminar coordinator:  
Lect.univ.dr. Puțan Alina

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Date for Department approval:  
23.09.2025

Signature of the Head of Department:  
Conf.univ.dr. Maican Silvia

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