

CURRICULUM

I. OVERVIEW

Study programme: **BUSINESS ADMINISTRATION**

Domain: **ECONOMICS**

Field of study: **BUSINESS ADMINISTRATION**

Master's Degree: **Master's in business administration**

Length of study: **2 years (4 semesters), 120 credits**

Type of study: **Full-time programme**

Completion of studies: Dissertation exam

Qualifications/opportunities¹:

Cod COR/ISCO-8: 2422 Specialists in the field of administrative policies
242213 Expert accessing European structural and cohesion funds
242217 Expert in Business Information
242222 Business Information Analyst
242232 Sustainable Development Expert

Cod ESCO:

24 - Business and administration professionals
242 - Administration professionals
2421 – Management and organisation analysts
2421.1 – Business Analyst
2421.2 – Business Consultant
2422.2 – Community Development Officer

Aims:

- a) to ensure training for specialists in the field of business initiation, management and administration in accordance with the current and future directions in the field of economics, curriculum theory and practice, information technology and communication, design and assessment, providing quality and efficient conditions for education;
- b) to attain a formative, modern, student and pragmatically oriented education system in accordance with the real needs of the Romanian school within the extended context of the European Union;
- c) to carry out study programs in the field of continuous training and career perfecting for the field of business initiation, management and administration in accordance with the requirements of a modern and efficient education system;
- d) to connect the education system with the scientific research, to involve the students in the drawing up of studies on current topics in the field of business initiation, management and administration;
- e) to carry out research programs in the field of business initiation, management and administration oriented towards the fundamental themes and current priorities of the economic system and process development, and the European integration of the professional training and career-oriented programs.

Specific objectives

a. In the field of didactic activity:

- Transmission to the master students of specialized knowledge, specific to the fields covered, deepening and completing the knowledge previously acquired, necessary to obtain a high degree of qualification, so that the graduates are also able to act in decision-making positions;
- Skills and skills training, enabling graduates to apply knowledge and professional business management activities;
- Individual training, general (knowledge, functional-action) and specialist skills according to the master's program, acquiring specialized knowledge in an operational system capable of providing mastering skills to professional skills;
- Creation of master students for teamwork.

b. In the field of research activity:

- Ensure an optimal framework for study and research for master students by offering high-quality academic courses and papers, as well as a rich material and documentation base;

¹ Occupations according to COR registered in RNCIS for the UAB study program.

- Attracting master students in the research programs of the Department of Business Administration and Marketing, within the Faculty of Economic Sciences;
- To capitalize on the research results of the master students and the teachers involved, by publishing them in specialized journals and participating in scientific events;
- To capitalize the research results in the socio-economic context and to develop their applicative character.

c. In the field of continuous training:

- Attracting in the educational process practitioners with a recognized competence and experience.

Access to the master's cycle:

Available starting with the academic year: 2025/2026

II. COMPETENCES COVERED BY THE STUDY PROGRAMME

Competences/results of the study programme (ESCO):

R1/C1 Ensures project management. Manages and plans the various resources, such as human resources, budget, time, deliverables and quality required for a specific project, and monitors the progress of the project to achieve a specific objective within a specific time period and within a predetermined budget.

R2/C2 Finds solutions to problems. Solves problems that arise in relation to planning, setting priorities, organizing, directing/facilitating action and evaluating performance. It uses systematic processes of collecting, analyzing and synthesizing information to evaluate current practice and generate new understandings about practice.

R3/C3 Manages the implementation of government policy. Manages the implementation operations of new government policies or changes to existing policies at the national or regional level, as well as the staff involved in the implementation procedure.

R4/C4 Provides advice on economic development. Advises organizations and institutions on the factors and measures they can take that would promote and ensure economic stability and growth.

R5/C5 Collects financial data. It collects, organizes and combines financial data for their interpretation and analysis, in order to predict possible financial scenarios and the performance of an enterprise or a project.

R6/C6 Analyzes the legislation. Analyzes the existing legislation of a national or local administration to evaluate what improvements could be made and what elements of legislation could be proposed.

R7/C7 Proposes improvement strategies. Identifies the deep causes of the problems and presents proposals for effective and long-term solutions.

R8/C8 Becomes aware of the intercultural dimension. Shows sensitivity to cultural differences, taking measures to facilitate a positive interaction between international organizations, between groups or individuals coming from different cultures and promotes their integration within a community.

R9/C9 Uses communication techniques. Applies communication techniques that allow interlocutors to understand each other better and achieve correct communication in the transmission of messages.

R10/C10 Implements public procurement in the field of innovation. Develop innovation procurement strategies to stimulate demand-side innovation, considering future-oriented and alternative solutions that involve either purchasing the innovation process or purchasing the innovation results created by others. It takes into account the innovation objectives of the organization and related national policies, as well as the tools and techniques available through which they can be integrated into the public procurement process.

R11/C11 Adheres to the code of organizational ethics. Adheres to the specific European and regional organizational standards and to the code of ethics, understanding the reasons of the organization and the common agreements and applies this awareness.

R12/C12 Possess management skills. Proposes program priorities and strategies and has the ability to organize national and/or international meetings.

R13/C13 Negotiates with stakeholders. Negotiates to reach a compromise with the interested parties and makes efforts to reach the most advantageous agreements for the company. It may involve building relationships with suppliers and customers, as well as ensuring product profitability.

R14/C14 Develops organizational policies. Participates in the establishment of organizational policies covering aspects such as participant eligibility, program requirements and program benefits for service users.

R15/C15 Performs data analysis. Analyzes, transforms and models data to discover useful information and support the decision process.

R16/C16 Presents the results of the analyses. Elaborates research documents or give presentations to report the results of an ongoing research and analysis project, indicating the analysis procedures and methods that led to the respective results, as well as possible interpretations of the results.

R17/C17 Uses dedicated software for data analysis. Uses dedicated software for data analysis, including statistics, spreadsheets and databases. Explore the possibilities to prepare reports to administrators, superiors or clients.

R18/C18 Applies organizational techniques. Uses a set of organizational techniques and procedures that facilitate the achievement of established objectives, such as detailed planning of staff work schedules. Use these resources efficiently and sustainably and demonstrate flexibility when necessary.

R19/C19 Analyzes the progress made towards achieving the objective. Analyzes the steps that have been taken to achieve the organization's objectives in order to evaluate the progress made, the feasibility of the objectives and to ensure that the objectives can be achieved within the established deadlines.

R20/C20 Conducts market research. Collects, evaluates and represents target market and customer data to facilitate strategic development and feasibility studies. Identify market trends.

Transversal Competences (maximum 20%):

R21/CT1 Demonstrates entrepreneurial spirit. Develops, organizes and manages an own enterprise, identifying and pursuing opportunities and mobilizing resources, taking into account the perspective of profitability. Demonstrate a proactive attitude and determination to succeed in business

R22/CT2 Operates digital hardware equipment. Uses equipment such as monitor, mouse, keyboard, storage devices, printers and scanners, to perform operations such as connecting, starting, stopping, restarting, saving files and other operations.

R23/CT3 Performs calculations. Solves problems to achieve work-related goals.

III. REQUIREMENTS FOR OBTAINING THE MASTER'S DEGREE

Number of credits in compulsory subjects: **120** credits;

Number of credits in fundamental subjects: **52** credits

Number of credits in specialty subjects: **68** credits

Number of credits in complementary subjects: **6** credits

Number of credits in the dissertation exam: **10** credits

IV. STRUCTURE OF THE ACADEMIC YEARS (in number of weeks)

Years of study	Teaching activities		Exam sessions			Vacations		
	Sem. I	Sem. II	Winter	Summer	Outstanding exams	Winter	Intersemester	Summer
I	14	14	3	3	2	2	1	12
II	14	14	3	3	2	2	1	-
TOTAL	28	28	6	6	4	4	2	12

V. NUMBER OF HOURS PER WEEK (compulsory course)

Academic years	Semester I					Semester II				
	C	S	L	PS	TOTAL	C	S	L	PS	TOTAL
I	6	6	-	-	12	6	6	-	-	12
II	7	4	-	6	11+6	9	5	-	4	14+4
TOTAL	13	10	-	6	23+6	15	11	-	4	26+4
Mean 12,25*										

*12,25 hours per week / 14,75 hours per week including hours related to practical training

VI. PROMOTION CONDITIONS

Academic years	Number of credits to subjects								
	Compulsory	Elective	Total	Domain	Specialty	Complement	Total	Optional complementary	Mandatory uncredited ²
First Year	60	-	60	31	29	-	60	-	-
Second Year	60	-	60	21	39	-	60	-	-
TOTAL	120	-	120	52	68	-	120	-	-

VII. HOW TO CHOOSE OPTIONAL SUBJECTS³

No.	Disciplines ⁴ from the optional package	Year	Semester	No. credits	Credit quota
1					
2					
Credit average					

Nr.crt.	Total number of hours on a semester		Year	Semester	Half-Year Report Application hours Practice/Course (practical x 2/ nr. total hours (practical +theoretical))
	Practical	Theoretical			
1.	6	6	I	I	1/1
2.	6	6		II	1/1
3.	4+6	7	II	I	1,18/0,82
4.	5+4	9		II	1/1
TOTAL	31	28	ALL YEARS		1,05/0,95

VIII. DISSERTATION EXAM

Drawing up the dissertation paper: **semesters III - IV**
 Dissertation thesis refinement: **semester IV, 2 weeks**
 Dissertation thesis defence: **July, September, February**
 Dissertation degree examination: **10 credits**

The psycho-pedagogical module is an optional curricular offer, the curriculum of which is attached to the curriculum of the specialization

² The disciplines are designated by codes.

³ The disciplines are designated by codes.

⁴ The disciplines are designated by codes.

IX. STRUCTURE OF THE EDUCATION PLAN⁵

No.	Discipline Code	ACADEMIC YEAR 2025/2026 FIRST YEAR OF STUDY	Type of discipline	Number of hours of learning activities										Assessment methods	Total ECTS Credits
		Joint learning activities					Individual/independent activities			Total hours per semester					
		Course		Seminar	Laboratory	Total per week	Total per semester	Thematic Discipline Preparation	Discipline Application Preparation		Total hours of individual activities				
1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	
FIRST SEMESTRE															
COMPULSORY COURSES															
DOMAIN COURSES															
01	BA 111	Business Strategies and Models	DO/DD	2	1	-	3	42	79	79	158	200	E	8	
02	BA 112	Business Communication and Negotiation	DO/DD	2	1	-	3	42	79	79	158	200	E	8	
TOTAL DOMAIN COURSES				4	2	-	6	84	158	158	316	400	2E	16	
SPECIALISED COURSES															
03	BA 113	Accounting and Business Consultancy	DO/DS	1	2	-	3	42	65	68	133	175	E	7	
04	BA 114	Financial Performance Analysis	DO/DS	1	2	-	3	42	65	68	133	175	E	7	
TOTAL SPECIALTY COURSES				2	4	-	6	84	130	136	266	350	2E	14	
Compulsory study programme- total				6	6	-	12	168	288	294	582	750	4E	30	

No.	Subject Code	ACADEMIC YEAR 2025/2026 FIRST YEAR OF STUDY	Type of discipline	Number of hours of learning activities										Assessment Methods	Total ECTS Credits
		DISCIPLINE		Joint learning activities					Individual/independent activities			Total Hours per Semester			
				Course	Seminar	Laboratory	Total per week	Total per semester	Thematic Discipline Preparation	Discipline Application Preparation	Total hours of individual activities				
1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	
SECOND SEMESTRE															
COMPULSORY COURSES															
DOMAIN COURSES															
01	BA 121	E-Business	DO/DD	1	2	-	3	42	79	79	158	200	E	8	
02	BA 122	Business Ethics and CSR	DO/DD	2	1	-	3	42	65	68	133	175	E	7	
TOTAL DOMAIN COURSES				3	3	-	6	84	144	147	291	375	2E	15	
SPECIALISED COURSES															
03	BA 123	Taxation, Investments and Aquisitions	DO/DS	2	1	-	3	42	65	68	133	175	E	7	
04	BA 124	Project Cycle Management	DO/DS	1	2	-	3	42	79	79	158	200	E	8	
TOTAL SPECIALTY COURSES				3	3	-	6	84	144	147	291	375	2E	15	
Compulsory study programme- total				6	6	-	12	168	288	294	582	750	4E	30	
TOTAL per academic year				12	12	-	24	336	576	588	1164	1500	8E	60	

⁵ At the "1 Decembrie 1918" University of Alba Iulia, the completion of the optional disciplines is carried out according to the provisions of the **ECTS Application Guide (approved by the UAB Senate)** and other legal provisions in force that allow the choice of flexible training paths by students from all UAB specializations.

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 FACULTY OF ECONOMICS
 DEPARTAMENT OF BUSINESS ADMINISTRATION AND MARKETING

No.	Discipline Code	ACADEMIC YEAR 2026/2027 SECOND YEAR OF STUDY	Type of discipline	Number of hours of learning activities										Assessment methods	ECTS Credits
		DISCIPLINE		Joint learning activities					Individual/independent activities			Total hours per semester			
				Course	Seminar	Practical Training	Total per week	Total per semester	Thematic Discipline Preparation	Discipline Application Preparation	Total hours of individual activities				
1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	
FIRST SEMESTRE															
COMPULSORY COURSES															
DOMAIN COURSES															
01	BA 211	Managerial Challenges in a Simulated Environment	DO/DD	2	1	-	3	42	60	73	133	175	E	7	
02	BA 212	Business Law and Mediation	DO/DD	1	1	-	2	28	60	62	122	150	E	6	
TOTAL DOMAIN COURSES				3	2	-	5	70	120	135	255	325	2E	13	
SPECIALISED COURSES															
03	BA 213	On-line Marketing Research	DO/DS	2	1	-	3	42	60	73	133	175	E	7	
04	BA 214	International Affairs and Globalization	DO/DS	2	1	-	3	42	60	73	133	175	E	7	
05	BA 215	Practice in Business Consultancy	DO/DS	-	-	6	6	84	-	-	-	75	C	3	
TOTAL SPECIALTY COURSES				4	2	6	12	168	120	146	266	425	2E+1C	17	
Compulsory study programme- total				7	4	6	17	238	240	281	521	750	4E+1C	30	

NO.	Discipline Code	ACADEMIC YEAR 2026/2027 SECOND YEAR OF STUDY	Type of discipline	Number of hours of learning activities										Assessment methods	Number of ECTS Credits
		Joint learning activities					Individual/independent activities			per hours semester					
		DISCIPLINE		Course	Seminar	Practical training	Total per week	Total per semester	Thematic Discipline Preparation		Discipline Application Preparation	Total hours of individual activities			
1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	
SECOND SEMESTRE															
COMPULSORY COURSES															
DOMAIN COURSES															
01	BA 221	Entrepreneurial Culture and Business Development	DO/DD	2	1	-	3	42	29	29	58	100	E	4	
02	BA 222	Organisational Change and Business Management	DO/DD	2	1	-	3	42	29	29	58	100	E	4	
TOTAL DOMAIN COURSES				4	2	-	6	84	58	58	116	200	2E	8	
SPECIALISED COURSES															
03	BA 223	Global Affairs Management	DO/DS	2	1	-	3	42	29	29	58	100	E	4	
04	BA 224	Ethics and academic integrity. Methodology of economic scientific research	DO/DS	1	1	-	2	28	36	36	72	100	E	4	
05	BA 225	Conflict Management	DO/DS	2	1	-	3	42	29	29	58	100	C	4	
06	BA 226	Research for Final Thesis	DO/DS	-	-	4	4	56	97	97	194	250	C	10	
TOTAL SPECIALTY COURSES				5	3	4	12	168	191	191	382	550	2E+2C	22	
Compulsory study programme- total				9	5	4	18	252	249	249	498	750	4E+3C	30	
TOTAL per academic year				15	10	10	35	490	489	530	1019	1500	4E+3C	60	

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Dean,
Prof. Cenar Iuliana, Ph.D
6/10

Department Director,
Assoc. Prof. Maican Silvia, Ph.D

X. GENERAL REVIEW

No.	Course Categories	Discipline code	Number of Hours	Fulfilled %		ARACIS standard %	
						Min.	Max.
				Mandatory course	+ Elective course		
1.	Compulsory courses	DO	826	100%	-	-	-
2.	Optional courses	DA	-	-	-	-	-
3.	Elective courses	DF	-	-	-	-	-
Total			826	100%	-	-	-
No.	Course Categories	Discipline Code	Number of Hours	Fulfilled %		ARACIS standard %	
						Min.	Max.
				Mandatory course	+ Elective Course		
1.	Domain courses	DD	322	38,90%	-	-	-
2.	Specialty courses	DS	504	61,10%	-	-	-
Total			826	100%	-	-	-

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ANEXA 3 Grid for correlating the subjects in the curriculum with the competences/learning outcomes, annex of the Curriculum*

MINISTRY OF EDUCATION
 „1 DECEMBRIE 1918” UNIVERSITY OF ALBA IULIA
 FACULTY OF ECONOMICS
 DEPARTMENT FOR BUSINESS ADMINISTRATION
 BASIC QUALIFICATION (ESCO): 2422 Specialists in the field of administrative policies
 STUDY LEVEL: 7
 FUNDAMENTAL AREA: BUSINESS ADMINISTRATION
 FIELD OF STUDY: BUSINESS ADMINISTRATION
 STUDY PROGRAM: BUSINESS ADMINISTRATION (IN ENGLISH)

Annex: Correlation of subjects with program results/competences

RESULTS / COMPETENCES DISCIPLINE	ECTS credits / discipli ne	R1/ C1/ No. credi ts	R2/ C2/ No. credi ts	R3/ C3/ No. credi ts	R4/ C4/ No. credi ts	R5/ C5/ No. credi ts	R6/ C6/ No. credi ts	R7/ C7/ No. credi ts	R8/ C8/ No. credi ts	R9/ C9/ No. credi ts	R10/ C10/ No. credi ts	R11/ C11/ No. credi ts	R12/ C12/ No. credi ts	R13/ C13/ No. credi ts	R14/ C14/ No. credi ts	R15/ C15/ No. credi ts	R16/ C16/ No. credi ts	R17/ C17/ No. credi ts	R18/ C18/ No. credi ts	R19/ C19/ No. credi ts	R20/ C20/ No. credi ts	R21/ CT1/ No. credi ts	R22/ CT2/ No. credi ts	R23/ CT3/ No. credi ts	
YEAR I Sem I																									
Business Strategies and Models	8		R2/ C2/ 2		R4/ C4/ 2			R7/ C7/ 1					R12/ C12/ 1		R14/ C14/ 1								R21/ CT1/ 1		
Business Communication and Negotiation	8		R2/ C2/ 1	R3/ C3/ 1	R4/ C4/ 1					R9/ C9/ 2			R12/ C12/ 1	R13/ C13/ 1									R21/ CT1/ 1		
Accounting and Business Consultancy	7		R2/ C2/ 1		R4/ C4/ 2	R5/ C5/ 2		R7/ C7/ 1																	R23/ CT3/ 1
Financial Performance Analysis	7					R5/ C5/ 1		R7/ C7/ 1								R15/ C15/ 1	R16/ C16/ 1	R17/ C17/ 1		R19/ C19/ 1				R22/ CT2/ 1	
An I Sem II																									
E-Business	8				R4/ C4/ 1			R7/ C7/ 1		R9/ C9/ 1			R12/ C12/ 1					R17/ C17/ 1		R19/ C19/ 1	R20/ C20/ 1			R22/ CT2/ 1	

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Business Ethics and CSR	7		R2/ C2/ 1		R4/ C4/ 1		R6/ C6/ 1	R7/ C7/ 1	R8/ C8/ 1		R11/ C11/ 1								R21/ CT1/ 1		
Taxation Investments and Aquisitions	7			R3/ C3/ 1		R5/ C5/ 1	R6/ C6/ 1				R10/ C10/ 1		R13/ C13/ 1		R15/ C15/ 1						R23/ CT3/ 1
Project Cycle Management	8	R1/ C1/ 1	R2/ C2/ 1					R7/ C7/ 1		R9/ C9/ 1		R12/ C12/ 1			R15/ C15/ 1			R19/ C19/ 1		R22/ CT2/ 1	
Year II Sem I																					
Contemporar y Issues in Business management	7		R2/ C2/ 1		R4/ C4/ 1			R7/ C7/ 1	R8/ C8/ 1		R11/ C11/ 1							R18/ C18/ 1		R21/ CT1/ 1	
Business Law and Mediation	6		R2/ C2/ 1				R6/ C6/ 1			R9/ C9/ 1			R13/ C13/ 1			R16/ C16/ 1				R21/ CT1/ 1	
On-line Marketing Research	7							R7/ C7/ 1	R8/ C8/ 1						R15/ C15/ 1	R16/ C16/ 1	R17/ C17/ 1			R20/ C20/ 1	R22/ CT2/ 1
International Affairs and Globalization	7		R2/ C2/ 1						R8/ C8/ 1					R14/ C14/ 1	R15/ C15/ 1				R19/ C19/ 1	R20/ C20/ 1	R21/ CT1/ 1
Practice in Business Consultancy	3	R1/ C1/ 1				R5/ C5/ 1															R23/ CT3/ 1
Year II Sem II																					
Entrepreneur ial Culture and Business Development	4											R12/ C12/ 1		R14/ C14/ 1				R18/ C18/ 1		R21/ CT1/ 1	
Organization al Change and Innovation Management	4							R7/ C7/ 1			R10/ C10/ 1		R12/ C12/ 1								R21/ CT1/ 1
Global Affairs Management	4			R3/ C3/ 1						R9/ C9/ 1		R12/ C12/ 1									R21/ CT1/ 1
Ethics and academic integrity.	4										R11/ C11/ 1				R15/ C15/ 1				R19/ C19/ 1		R21/ CT1/ 1

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Study programme: **BUSINESS ADMINISTRATION**
Domain: **ECONOMICS**
Field of study: **BUSINESS ADMINISTRATION**
Master's Degree: **Master's in business administration**
Length of study: **2 years (4 semesters), 120 credits**
Type of study: **Full-time programme**
Completion of studies: **Dissertation exam**

ANEXA 2. REZULTATELE ÎNVĂȚĂRII PE DOMENIUL FUNDAMENTAL ADMINISTRAREA AFACERILOR

1 Specializarea ADMINISTRAREA AFACERILOR / BUSINESS ADMINISTRATION

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
1.	Students will acquire a solid foundation of knowledge in key concepts and theories related to business strategy and strategic management. They will become familiar with a wide range of business models and understand their essential components, such as value propositions, customer segments, revenue streams, and cost structures. The course covers the analysis of both internal and external factors that influence strategic decision-making, with emphasis on applying frameworks such as SWOT analysis, PESTEL, Porter's Five Forces, and the Business Model Canvas. Students will also gain an understanding of strategic planning processes and the challenges associated with	In terms of skills, students will learn how to apply strategic analysis tools to real-world business situations. They will be able to develop and evaluate business models tailored to various organizational contexts and formulate strategic recommendations based on market conditions and internal capabilities. The course emphasizes effective communication of strategic ideas, both in written reports and oral presentations. Students will also enhance their critical thinking abilities, enabling them to assess strategic alternatives and predict potential outcomes.	Regarding responsibility and autonomy, students will demonstrate increasing independence in conducting research and in developing strategic proposals. They will take responsibility for making decisions in complex, simulated business scenarios and will work collaboratively within teams to address multifaceted strategic challenges. The course encourages initiative, requiring students to identify and analyze strategic opportunities while proposing innovative and feasible solutions. Furthermore, students will be expected to incorporate ethical considerations and sustainability principles into their strategic thinking and planning.	Compulsory	<i>Business Strategies and Models</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
2.	<p>implementing strategies in rapidly changing business environments.</p> <p>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 professional environments.</p>	<p>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.</p>	<p>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.</p>	Compulsory	<i>Business Communication and Negotiation</i>
3.	<p>This course equips students with in-depth knowledge of financial and managerial accounting principles, as well as the role of accounting in strategic business decision-making. Students will gain a solid understanding of</p>	<p>Students will develop practical skills in analyzing and interpreting financial data to support organizational decisions. They will learn to prepare and assess financial reports,</p>	<p>Regarding responsibility and autonomy, students are expected to work independently and collaboratively to solve complex financial and business challenges. They will take responsibility for delivering</p>	Compulsory	<i>Accounting and Business Consultancy</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
4.	financial statements, budgeting, cost analysis, performance measurement, and regulatory frameworks. The course also explores the function of business consultancy, focusing on how accounting information supports business planning, risk assessment, and advisory services. Emphasis is placed on the integration of accounting with broader business operations and strategy.	evaluate financial health, and design performance indicators tailored to various business contexts. Additionally, students will apply consultancy tools and methodologies to identify business problems, formulate solutions, and present recommendations to stakeholders. Case studies and simulations will be used to enhance analytical thinking, problem-solving, and effective communication in both accounting and consultancy roles.	accurate and ethical analyses and demonstrate autonomy in managing consultancy projects from diagnosis to solution. The course fosters professional accountability, critical judgment, and an advisory mindset, encouraging students to act with integrity and confidence in diverse organizational settings. aplicare în teritorii cu caracteristici diferite.	Compulsory	<i>Financial Performance Analysis</i>
	This course provides students with a comprehensive understanding of how to evaluate and interpret an organization's financial performance using a range of analytical tools and frameworks. Students will acquire knowledge of key financial statements, financial ratios, cash flow analysis, and benchmarking techniques. The course covers both historical performance analysis and forward-looking assessments, including trend analysis, forecasting, and the evaluation of financial risks. Students will also	Students will develop the ability to critically analyze financial data and translate it into meaningful insights for decision-makers. They will learn to apply various financial analysis techniques to assess profitability, liquidity, solvency, and efficiency, and to compare performance against industry standards or competitors. The course enhances students' quantitative reasoning, data interpretation, and reporting skills, enabling them to	In terms of responsibility and autonomy, students are expected to demonstrate initiative in conducting financial assessments and taking ownership of the analytical process. They will work independently and in teams to evaluate company performance, formulate conclusions, and present findings in a professional and ethical manner. The course encourages autonomy in using financial data to support strategic recommendations, while fostering accountability and integrity in financial		

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	Knowledge	Skills	Responsibility and autonomy		
5.	explore how financial performance is linked to broader business strategy, operational efficiency, and value creation.	produce clear, evidence-based financial assessments. Practical case studies and real-world financial reports will support the development of analytical thinking and strategic evaluation.	reporting and analysis within dynamic business environments.	Compulsory	<i>E-Business</i>
	The E-Business course provides students with essential knowledge of how digital technologies are transforming business operations, models, and strategies. Students will explore the fundamental principles of electronic business, including online business models, digital marketing, e-commerce platforms, electronic payment systems, cybersecurity, and the legal and ethical aspects of online business environments. The course emphasizes the role of digital innovation and data-driven decision-making in creating value and gaining competitive advantage in the digital economy.	Throughout the course, students will develop practical skills in designing and evaluating e-business strategies and solutions. They will learn to assess digital platforms, optimize online customer experiences, and integrate digital tools to support marketing, sales, supply chain, and customer relationship management. Students will also gain hands-on experience with technologies such as content management systems, data analytics tools, and online business performance indicators. Emphasis is placed on critical thinking, adaptability, and creativity in applying digital solutions to real-world business problems.	In terms of responsibility and autonomy, students will take initiative in planning and managing digital business projects, both individually and in teams. They are expected to make informed decisions regarding technology adoption, digital strategy, and ethical issues related to data privacy and e-commerce practices. The course fosters a proactive, entrepreneurial mindset, encouraging students to take responsibility for their learning and to act autonomously in the design, evaluation, and continuous improvement of digital business solutions within dynamic and competitive markets.		
6.	This course provides students with a comprehensive	Students will develop the skills needed to identify,	In terms of responsibility and autonomy, students will be	Compulsory	<i>Business Ethics and CSR</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
	understanding of ethical principles and their application in the business environment, as well as the strategic and operational aspects of corporate social responsibility (CSR). Students will gain knowledge of ethical theories, stakeholder management, sustainability practices, and global standards related to responsible business conduct. The course explores the ethical challenges faced by organizations in areas such as governance, labor practices, environmental impact, and consumer protection, emphasizing the alignment between ethical behavior and long-term business success.	analyze, and address ethical dilemmas and CSR issues in a business context. They will learn to evaluate corporate behavior using ethical reasoning and decision-making frameworks, assess CSR strategies, and develop policies that promote transparency, accountability, and sustainability. Through case studies, debates, and real-world examples, students will enhance their critical thinking, ethical judgment, and communication skills, enabling them to engage effectively with stakeholders and advocate for responsible business practices.	encouraged to reflect on their own values and assume responsibility for ethical decision-making in professional settings. They will work both independently and in teams to develop ethical guidelines and CSR strategies, demonstrating initiative, integrity, and a strong sense of social accountability. The course fosters a proactive attitude toward ethical leadership and sustainable development, preparing students to act autonomously and responsibly in addressing ethical and social challenges in a variety of organizational and cultural contexts.		
7.	This course provides students with integrated knowledge of taxation principles, investment strategies, and corporate acquisition processes, focusing on their role in strategic financial decision-making. Students will gain an understanding of national and international tax systems, tax planning, compliance, and the impact of taxation on business operations and investment choices. The	Students will develop the skills required to analyze tax implications, optimize investment portfolios, and assess acquisition opportunities. They will learn to apply financial tools to evaluate investment projects, conduct tax impact assessments, and develop acquisition strategies aligned with business objectives. Practical exercises, case	In terms of responsibility and autonomy, students will be expected to demonstrate critical thinking and professional judgment in navigating complex financial and regulatory environments. They will work independently and collaboratively to propose investment and acquisition strategies, taking responsibility for the accuracy and ethical integrity of their financial	Compulsory	<i>Taxation, Investments and Aquisitions</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
	course also covers investment evaluation techniques, portfolio management, and risk-return analysis, as well as the legal, financial, and strategic aspects of mergers and acquisitions (M&A), including due diligence, valuation, and post-acquisition integration.	studies, and simulations will enhance their ability to interpret financial and legal information, prepare investment reports, and support strategic corporate decisions involving taxation and M&A activities.	analyses. The course encourages autonomy in researching evolving tax regulations and market conditions, as well as accountability in making decisions that balance business growth with legal and ethical compliance.		
8.	The students learn essential knowledge of the full lifecycle of a project, from initial identification and planning to implementation, monitoring, evaluation, and closure. Students will explore key concepts and methodologies used in managing projects within both public and private sector contexts, including the logical framework approach (LFA), stakeholder analysis, risk assessment, and resource allocation. Emphasis is placed on aligning project objectives with organizational goals, ensuring sustainability, and complying with funding or regulatory requirements, especially in development or EU-funded projects.	Students will acquire practical skills in designing and managing projects effectively using structured tools and techniques. They will learn to define project objectives, develop work plans, establish performance indicators, and manage timelines, budgets, and resources. The course also trains students in monitoring and evaluation methods, reporting, and adapting to changes throughout the project lifecycle. Real-life case studies and project simulations support the development of project documentation, team coordination, and communication with stakeholders.	In terms of responsibility and autonomy, students are expected to take initiative in managing the different phases of a project and demonstrate accountability for the outcomes of their decisions. They will work both independently and in multidisciplinary teams to plan and execute project tasks, showing leadership and adaptability in complex, dynamic environments. The course fosters an attitude of professional responsibility, strategic thinking, and continuous improvement, encouraging students to manage projects with autonomy, transparency, and a results-oriented mindset.	Compulsory	<i>Project Cycle Management</i>
9.	Students are provided with experiential knowledge of real-	Through the simulation, students will develop	Regarding responsibility and autonomy, students are	Compulsory	<i>Managerial Challenges in a</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
	world managerial decision-making by placing them in dynamic, simulated business scenarios. Students will explore key management concepts such as strategic planning, operations, marketing, finance, human resources, and crisis management — all within a controlled, risk-free learning environment. The simulation context allows them to see the direct consequences of their decisions and understand the complexity of managerial roles in competitive and rapidly changing business landscapes.	practical skills in data-driven decision-making, problem-solving, team coordination, and strategic thinking. They will learn to analyze performance metrics, allocate resources effectively, respond to unforeseen challenges, and adapt their strategies based on feedback and outcomes. The course enhances students' ability to communicate decisions, justify actions, and reflect critically on the effectiveness of various management approaches. Continuous interaction within simulated teams also builds interpersonal and leadership skills under pressure.	encouraged to take initiative, make independent decisions, and assume full responsibility for their team's strategic and operational outcomes. They will work collaboratively in a competitive, time-sensitive environment, demonstrating accountability, adaptability, and ethical judgment. The course promotes a hands-on, proactive approach to learning, fostering self-confidence and managerial autonomy in preparation for real-life leadership roles.		<i>Simulated Environment</i>
10.	The course offers students foundational and applied knowledge of the legal frameworks that govern business activities, as well as the principles and practices of mediation as an alternative dispute resolution method. Students will become familiar with key areas of business law, including contracts, commercial transactions, corporate	Students will develop the ability to interpret and apply legal concepts to real-life business scenarios, analyze legal documents, and assess the legal implications of business decisions. They will also acquire practical skills in conflict analysis, negotiation, and mediation techniques. Through case studies, role-plays, and	In terms of responsibility and autonomy, students are expected to demonstrate ethical awareness and sound judgment in legal and mediation-related situations. They will take responsibility for evaluating business risks from a legal perspective and for managing conflicts with professionalism and integrity. The course encourages autonomy in	Compulsory	<i>Business Law and Mediation</i>

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	Knowledge	Skills	Responsibility and autonomy		
11.	governance, labor law, and intellectual property. The course also examines legal risk management and the legal obligations of businesses in national and international contexts. In parallel, students explore mediation as a practical, cost-effective, and collaborative approach to resolving conflicts within and between organizations.	simulations, students will learn how to facilitate dialogue between parties, build consensus, and guide disputing stakeholders toward mutually beneficial solutions. Emphasis is placed on effective communication, active listening, and impartiality in conflict resolution processes.	analyzing legal cases, preparing legal opinions, and applying mediation frameworks, while also fostering accountability and respect for the legal and ethical standards of the business environment.	Compulsory	On-line Marketing Research
	The course equips students with comprehensive knowledge of the concepts, tools, and methodologies used to conduct effective marketing research in digital environments. Students will gain an understanding of the entire research process — from problem definition and research design to data collection, analysis, and interpretation — within the context of online markets. The course explores digital consumer behavior, web analytics, online survey techniques, social media listening, and the ethical considerations surrounding digital data collection and privacy.	Students will develop practical skills in designing and implementing online research projects using digital tools and platforms. They will learn to formulate research questions, select appropriate methodologies, build and distribute online surveys, analyze quantitative and qualitative data, and extract actionable insights to support marketing decisions. The course emphasizes the use of web analytics tools (such as Google Analytics), social media monitoring, and data visualization techniques. Through applied projects and case studies, students will enhance their ability to transform raw	In terms of responsibility and autonomy, students are expected to take initiative in conducting research independently and collaboratively, demonstrating critical thinking and methodological rigor. They will take responsibility for the accuracy, relevance, and ethical handling of data, ensuring that research processes and outcomes align with both professional standards and legal regulations. The course fosters a proactive, data-informed mindset, encouraging students to act with autonomy, creativity, and integrity in designing and executing marketing research in today's fast-paced digital environment.		

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
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12.	<p>The course offers students a broad understanding of the political, economic, social, and cultural dimensions shaping the global landscape. Students will gain knowledge of key theories and concepts related to globalization, international relations, global governance, trade policies, and transnational challenges such as migration, climate change, and security. The course also explores the roles and interactions of international organizations, states, multinational corporations, and non-governmental actors in a highly interconnected world.</p>	<p>online data into strategic marketing intelligence.</p> <p>Students will develop analytical skills to assess global trends and their impact on national and international decision-making processes. They will learn to critically evaluate international policies, negotiate across cultures, and apply multidisciplinary approaches to complex global issues. Through case studies, simulations, and research projects, students will enhance their ability to communicate effectively in multicultural contexts and propose innovative solutions to global challenges.</p>	<p>Regarding responsibility and autonomy, students are encouraged to take an active role in understanding and addressing global issues with ethical awareness and cultural sensitivity. They will work both independently and collaboratively, demonstrating accountability in research and decision-making related to international affairs. The course fosters a global mindset and autonomy, preparing students to engage responsibly and proactively as informed citizens and professionals in an increasingly interconnected world.</p>	Compulsory	<i>International Affairs and Globalization</i>
13.	<p>Students can apply knowledge of the principles, methodologies, and tools used in professional business consulting. Students will deepen their understanding of consultancy processes including client engagement, problem diagnosis, data collection and analysis, solution design, and implementation support. The course emphasizes the integration of theoretical knowledge with real-world</p>	<p>Students will develop practical skills in conducting consultancy assignments, including identifying client needs, analyzing business processes, developing actionable recommendations, and communicating findings effectively through reports and presentations. They will engage in simulations, case studies, and project work</p>	<p>In terms of responsibility and autonomy, students are expected to demonstrate initiative and accountability in managing consultancy projects from start to finish. They will work both independently and collaboratively, showing professional integrity, ethical conduct, and adaptability in responding to diverse business environments. The course encourages autonomous</p>	Compulsory	<i>Practice in Business Consultancy</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
14.	business challenges, focusing on areas such as organizational change, performance improvement, and strategic development.	that mirror authentic consultancy scenarios, fostering critical thinking, problem-solving, and interpersonal skills necessary for successful client interactions and project management.	decision-making and a client-focused mindset, preparing students to assume responsible roles in consultancy practices and contribute meaningfully to organizational success.	Compulsory	<i>Entrepreneurial Culture and Business Development</i>
	The course introduces students to the core concepts, values, and practices that define entrepreneurship in modern economies. It provides foundational knowledge of entrepreneurial thinking, innovation processes, business opportunity identification, and the life cycle of new ventures. Students will explore the cultural, social, and economic drivers of entrepreneurship, as well as the role of entrepreneurial ecosystems, start-ups, and intrapreneurship within larger organizations. The course also addresses the relationship between entrepreneurship and sustainable, inclusive economic development.	Students will develop practical skills in designing business models, drafting business plans, assessing market opportunities, and managing early-stage business growth. They will learn how to think creatively, assess risk, and make informed decisions in uncertain environments. Through case studies, workshops, and team-based projects, students will gain experience in ideation, validation, and the presentation of business concepts to potential investors or stakeholders.	In terms of responsibility and autonomy, students are encouraged to take initiative in pursuing innovative ideas and to take ownership of the business development process. They will work independently and collaboratively, demonstrating entrepreneurial drive, resilience, and ethical responsibility. The course promotes self-directed learning, strategic thinking, and a proactive approach to solving real-world problems, preparing students to act with autonomy and accountability in entrepreneurial or innovation-oriented roles across various sectors.		
15.	The course offers students a comprehensive understanding of how organizations evolve and adapt in response to internal and external pressures. Students will	Students will develop skills in diagnosing organizational challenges, designing change interventions, and managing the human and	In terms of responsibility and autonomy, students are expected to take initiative in developing and managing change-related projects, demonstrating critical	Compulsory	<i>Organisational Change and Business Management</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
	explore theories and models of change management, organizational behavior, leadership, and strategic business management. The course examines the drivers of change — such as technology, globalization, competition, and workforce dynamics — and their impact on structures, cultures, and performance. Emphasis is placed on aligning change initiatives with organizational goals, vision, and long-term strategy.	operational aspects of transformation. They will learn to apply management tools for planning, communication, stakeholder engagement, resistance management, and evaluation of change outcomes. Through case studies, simulations, and group projects, students will enhance their ability to lead teams, resolve conflicts, and drive continuous improvement within complex business environments.	thinking and accountability in decision-making. They will work both independently and in teams to formulate and implement change strategies, showing adaptability, leadership, and ethical awareness. The course fosters a proactive and responsible approach to business management, preparing students to lead with confidence and autonomy in dynamic and evolving organizational contexts.		
16.	Master's Student / Graduate: explains the dynamics of global economic integration, international trade in goods and services, and price formation in cross-border exchanges; Describe international capital movements and foreign direct investment (FDI), the evolution of the international monetary system, and currency markets, including EU monetary-policy frameworks; Define the concept and structure of international commercial transactions and the legal foundations of the international	Master's Student / Graduate can analyze, negotiate, and draft international commercial contracts, aligning price, delivery, and risk-transfer terms with INCOTERMS; Select appropriate international payment instruments, structure settlements, and assess counterparty and country risk; Design and manage export/import procedures and operational documentation across the trade workflow;	Master's Student / Graduate can assume responsibility for regulatory compliance and ethical conduct in international transactions and financial settlements; Leads or coordinate cross-functional teams in planning and executing foreign-trade operations and partnerships/consortia; Design internal policies and procedures that ensure prudential management of operational and financial risks; Engage in continuous professional development and foster a culture of transparency	Compulsory	<i>Global Affairs Management</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
17.	<p>sales contract, including INCOTERMS; Identify the stages and documentation of foreign-trade operations (logistics, insurance, customs clearance) and applicable international and EU legislation; Differentiate payment forms and methods used in international exchanges and their risk profiles; Classify macro- and micro-level risks in international business and outline standard hedging measures; Recognize complex transaction modalities (franchising, technology transfer, industrial cooperation, turnkey/contracting, leasing, stock-market transactions, international auctions).</p>	<p>Evaluate internationalization strategies, FDI options, and market-entry modes based on comparative indicators and feasibility analysis; Prepare evidence-based studies and managerial reports on transaction performance, risk, and compliance; Communicate effectively with stakeholders and work both independently and in multidisciplinary teams to solve complex problems.</p>	<p>and accountability in global operations; Take initiative in stakeholder relations and public-facing communication consistent with organizational strategy.</p>	Compulsory	<p><i>Ethics and academic integrity. Methodology of economic scientific research</i></p>
	<p>The graduate understands the principles of ethics in economic research and the research methodology.</p>	<p>The graduate is able to select and apply appropriate qualitative and quantitative methods and techniques for investigating economic and social phenomena. They conduct the collection, processing, and interpretation of data using modern statistical and analytical tools to support the formulation of valid and</p>	<p>The graduate assumes responsibility for developing scientific papers by applying principles of academic integrity and research ethics. They act autonomously in structuring, writing, and arguing their work, adhering to international standards and norms regarding source citation, plagiarism prevention, and the promotion of transparent and rigorous</p>		

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
18.	<p>The course provides students with essential knowledge of the theories, sources, and dynamics of conflict in organizational and intercultural contexts. Students will gain an understanding of various types of conflict—interpersonal, team-based, organizational, and cross-cultural—as well as the psychological and social factors that influence conflict behavior. The course covers key conflict resolution strategies, negotiation techniques, and alternative dispute resolution (ADR) methods such as mediation and facilitation.</p>	<p>relevant research conclusions. Students will develop practical skills in identifying, analyzing, and addressing conflict situations in a constructive and professional manner. They will learn to apply communication techniques, negotiation frameworks, and conflict resolution models to real-world scenarios. Through case studies, simulations, and role-plays, students will enhance their ability to manage emotions, facilitate dialogue, and build consensus in high-pressure or sensitive environments.</p>	<p>communication of scientific results. In terms of responsibility and autonomy, students are expected to act with empathy, professionalism, and ethical awareness when managing conflict. They will take initiative in resolving disagreements, both independently and collaboratively, and demonstrate accountability in fostering a positive and inclusive climate within teams and organizations. The course encourages a reflective and proactive approach, empowering students to manage conflict with autonomy, cultural sensitivity, and a commitment to long-term, constructive outcomes.</p>	Compulsory	<i>Conflict Management</i>
19.	<p>Students will apply the theoretical and practical foundations necessary for conducting independent academic research in support of their final thesis project. Students will gain knowledge of research design, methodology, and academic writing, as well as an understanding of the ethical principles that guide responsible research. The course emphasizes the formulation of</p>	<p>Students will develop the ability to plan and carry out a structured research project, including data collection, analysis, and interpretation. They will learn how to use academic databases, citation tools, and analytical software, and will practice structuring and articulating a coherent, evidence-based argument. Support is provided for developing the</p>	<p>In terms of responsibility and autonomy, students are expected to take full ownership of their research process, demonstrating initiative, discipline, and academic integrity throughout all stages of their thesis work. They will work independently under the guidance of a supervisor, adhering to institutional and international standards for academic honesty, citation, and scientific communication. The</p>	Compulsory	<i>Research for Final Thesis</i>

No.	LEARNING OUTCOMES			Remarks concerning integration into the curriculum	Discipline
	Knowledge	Skills	Responsibility and autonomy		
	research questions, literature review strategies, and the selection of appropriate qualitative or quantitative methods tailored to their area of study.	thesis outline, refining hypotheses, and building the academic rigor required for a high-quality scholarly contribution.	course fosters a reflective and responsible approach, preparing students to contribute original insights to their field of study through well-founded and ethically sound research.		

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