

CURRICULUM

Valid from the academic year 2025-2026

Faculty:	Faculty of Economics and Business Administration
Study cycle:	Master
Name of the master's degree program:	Master of Business Administration (Romanian-British)
Programme type ¹ :	Professional
Name of the qualification ² acquired after graduation from the program:	Master of Business Administration
Level of qualification (according to CNC/CEC):	7
Awarded title:	Master in Business Administration
Duration of studies (in years):	2
Number of ECTS:	120
Form of education:	Full Time Education (FE)
Language:	English language
Geographical location of your studies:	Timisoara, Romania
Framing the study program in science fields	
Fundamental domain:	Social Science
Branch of science:	Economics
Field of master's studies:	Business administration
Name of the <u>broad</u> field of study (according to DL-ISCED F-2013):	Business, administration and law
Name of the <u>narrow</u> field of study (according to DR-ISCED F-2013):	Business and administration
Name of the <u>detailed</u> field of study (according to DDS-ISCED F-2013):	Management and administration

¹ Professional / Research

² *Qualification (qualification)* is the formal outcome of an assessment and validation process, which is obtained when a competent body/authority determines that a person has achieved learning outcomes corresponding to predetermined standards. Qualifications acquired by graduates of higher education study programs are attested by diplomas, certificates and other evidence of qualifications issued only by accredited higher education institutions.

OVERVIEW OF THE STUDY PROGRAM

1. Mission of the study program³

In today's global context, characterised by economic volatility, accelerated digitalisation and an increased need for adaptable leadership, the Master of Business Administration (MBA) offers an advanced training framework for professionals who wish to consolidate their knowledge, skills and decision-making abilities in the strategic management of organisations.

The MBA programme, conducted in English, is designed for managers, entrepreneurs, and professionals from various economic fields, offering them the opportunity to study and apply modern concepts in business, financial analysis, digital transformation, organisational leadership, and corporate sustainability. The emphasis is on developing an integrated strategic vision, supported by practical skills in decision-making, innovation and team leadership in complex and international environments.

³ *The mission and objectives of the study programme must be in line with the mission of the West University of Timisoara and with the requirements identified on the labour market.*

According to the [University Charter](#) (Article 5), the general mission of WUT is advanced education and research, generating, transferring and certifying knowledge to society through:

(a) initial and continuous undergraduate and postgraduate training, for the professional and personal development of students, doctoral students and trainees, as well as for the labour market insertion of graduates and to meet the need for competence of the socio-economic environment;

(b) scientific research, development, innovation and technology transfer, through individual and collective creation, relevant to the progress of knowledge and the socio-economic environment;

(c) community involvement, by carrying out joint activities for the benefit of the university and the social, economic and cultural environment.

WUT assumes its own mission as a catalyst for the development of Romanian society by creating an innovative and participatory environment of scientific research, learning, cultural and artistic creation and sports performance, transferring skills and knowledge to the community through education, research and consultancy services that it offers to partners in the economic and socio-cultural environment, as well as by training and promoting democratic values, the rule of law and fundamental rights and freedoms, preparing active and involved citizens in society.

The fulfilment of the mission of WUT is concretised in (article 6 of the WUT Charter):

- promotion of scientific research, development and innovation, technology transfer, literary and artistic creation and sporting performance;
- initial and continuous training of qualified and highly qualified human resources;
- development of critical thinking and creative potential of the members of the university community;
- creating, hoarding and disseminating the values of human culture and civilisation;
- promoting multicultural, multilingual and interfaith interferences;
- affirming Romanian culture and science in the world circuit of values;
- developing Romanian society within the framework of a free and democratic state based on the rule of law;
- affiliation to European university alliances.

The opportunity to pursue an MBA programme taught in English offers significant advantages in the current context of labour market transformation and economic development, from the following perspectives:

- Relevance to the international labour market: the MBA provides solid, internationally recognised training in key areas such as strategy, innovation, leadership, digital marketing and financial management;
- Expertise in current fields: through courses such as Tech-Driven Intrapreneurship, Digital Transformation, Organisational Leadership and Financial Management for Executives, the programme responds to the real challenges of the contemporary business environment;
- Diverse and competitive career prospects: graduates of the programme can access top management positions, strategic consulting, organisational development, intrapreneurship and change management;
- Skills and knowledge acquired: the curriculum structure offers an optimal balance between theoretical foundations and practical applications, developing advanced analytical, critical thinking, negotiation, financial assessment and transformational leadership skills;
- Leadership skills training: students develop the ability to lead high-performing teams, manage conflicts and adopt adaptation strategies in a dynamic organisational environment;
- Collaboration and networking opportunities: the programme creates a conducive environment for interaction with business experts, academics and other professionals, with potential for future professional partnerships.

The programme's mission is to develop adaptable and well-prepared leaders who can help transform organisations through a deep understanding of the global business ecosystem and the use of modern management, strategic analysis and innovation tools. The MBA programme emphasises the development of integrated strategic thinking and ethical conduct, providing a competitive advantage in international careers in business and entrepreneurship.

2. Expected competences and learning outcomes formed within the study program

A. COMPETENCES⁴

Key competences:⁵

⁴ *Competence* is the demonstrated ability to select, combine and make appropriate use of personal, social and/or methodological knowledge, skills and abilities and other acquired values and attitudes, for the successful resolution of a given set of work or learning situations, and for professional or personal development in an effective and efficient way.

⁵ [The key competences for lifelong learning](#) are those competences that all citizens need for personal fulfilment and development, employment, social inclusion and active citizenship, and are developed in a lifelong learning

- Digital competence;
- Personal, social and learning to learn competence;
- Entrepreneurship competence.

Professional competences:⁶

CP1. Analyse external factors of companies - perform research and analysis of the external factor pertaining to companies such as consumers, position in the market, competitors, and political situation.

CP2. Analyse internal factors of companies - research and understand various internal factors that influence the operation of companies such as its culture, strategic foundation, products, prices, and available resources.

CP3. Analyse financial performance of a company - analyse the performance of the company in financial matters in order to identify improvement actions that could increase profit, based on accounts, records, financial statements and external information of the market.

CP4. Analyses business plans - analyse the formal statements from businesses which outline their business goals and the strategies they set in place to meet them, in order to assess the feasibility of the plan and verify the business' ability to meet external requirements such as the repayment of a loan or return of investments.

CP5. Apply change management - manage development within an organisation by anticipating changes and making managerial decisions to ensure that the members involved are as less disturbed as possible.

CP6. Align efforts towards business development - synchronise the efforts, plans, strategies, and actions carried out in departments of companies towards the growth of business and its turnover. Keep business development as the ultimate outcome of any effort of the company.

CP7. Make strategic business decisions - analyse business information and consult directors for decision making purposes in a varied array of aspects affecting the prospect, productivity and sustainable operation of a company. Consider the options and alternatives to a challenge and make sound rational decisions based on analysis and experience.

CP8. Identify undetected organisational needs - use the collected input and information from interviewing stakeholders and analysing organisational documents in order to detect unseen needs and improvements that would support the development of the organisation. Identify the needs of the organisation in terms of staff, equipment, and improvement of operations.

CP9. Interpret financial statements - read, understand, and interpret the key lines and indicators in financial statements. Extract the most important information from financial

perspective, starting from early childhood and throughout adult life, through formal, non-formal and informal learning.

⁶ *Occupational competences* are the ability to perform the activities required in the workplace to the level of quality specified in the occupational standard. They are acquired formally, i.e. by completing a program organized by an accredited institution.

statements depending on the needs and integrate this information in the development of the department's plans.

CP10. Advice on efficiency improvements - analyse information and details of processes and products in order to advise on possible efficiency improvements that could be implemented and would signify a better use of resources.

CP11. Perform business analysis - evaluate the condition of a business on its own and in relation to the competitive business domain, performing research, placing data in context of the business' needs and determining areas of opportunity.

CP12. Build business relationships - Establish a positive, long-term relationship between organisations and interested third parties such as suppliers, distributors, shareholders and other stakeholders in order to inform them of the organisation and its objectives.

CP13. Use business simulation tools - employ software to perform simulations to improve business skills such as business acumen, financial and market analysis and decision making.

CP14. Liaise with managers - liaise with managers of other departments ensuring effective service and communication, i.e. sales, planning, purchasing, trading, distribution and technical.

CP15. Identify process improvements - identify possible improvements to operational and financial performance, in order to increase productivity, efficiency, quality, and streamline procedures.

CP16. Support the development of the annual budget - support the development of the annual budget by producing base data as defined by the operations budget process.

Transversal competences:⁷

CT1. Conduct qualitative research - gather relevant information by applying systematic methods, such as interviews, focus groups, text analysis, observations and case studies.

CT2. Conduct quantitative research - execute a systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques.

CT3. Develop financial statistics reports - create financial and statistical reports based on collected data which are to be presented to managing bodies of an organisation.

B. EXPECTED LEARNING OUTCOMES⁸

a) Knowledge⁹ - According to *the European Qualifications Framework (EQF)*, the learning outcomes of **level 7 qualifications**, corresponding to master's level studies, require *highly*

⁷ *Transversal competences* represent the value and attitudinal acquisitions that go beyond a specific field/program of study and are expressed by the following descriptors: autonomy and responsibility, social interaction, personal and professional development.

⁸ *Learning outcomes* are statements that refer to what a learner knows, understands and is able to do at the end of a learning process and are defined as knowledge, skills, responsibility and autonomy.

⁹ *Knowledge* is the result of assimilating information through learning. Knowledge is the body of facts, principles, theories and practices related to a particular field of work or study. Knowledge is described as theoretical and/or factual. Knowledge is expressed by the following descriptors: knowing, understanding and using specific language, explaining and interpreting.

*specialized **knowledge** and critical awareness, some of which is at the forefront of knowledge in a field of work or study, as a basis for original thinking and/or research:*

- C1. Apply knowledge of digital business ecosystems to understand competitive advantage and organisational performance.
- C2. Analyse the foundations of digital innovation, including artificial intelligence, big data, and platform-based models.
- C3. Apply knowledge of leadership theories, emotional intelligence, and team dynamics in organisational contexts.
- C4. Evaluate models of self-regulated learning, resilience, and adaptive expertise for personal and professional development.
- C5. Apply knowledge of entrepreneurial theories, business model innovation, and venture creation processes.
- C6. Analyse research on opportunity recognition, entrepreneurial finance, and innovation ecosystems.
- C7. Apply knowledge of external environment analysis frameworks such as PESTEL and Porter's Five Forces.
- C8. Evaluate trends in macroeconomic, geopolitical, technological, and regulatory environments.
- C9. Apply strategic management tools to assess internal resources and capabilities.
- C10. Assess organisational structure, culture, leadership, and operational efficiency.
- C11. Apply financial analysis techniques to evaluate corporate performance.
- C12. Evaluate developments in corporate finance, reporting standards, and performance measurement.
- C13. Apply knowledge of business plan components to support investment and growth.
- C14. Evaluate entrepreneurial strategy and venture development for feasibility and innovation.
- C15. Apply change management theories and models in organisational transformation.
- C16. Evaluate leadership and stakeholder engagement in managing organisational change.
- C17. Apply business development frameworks to drive market expansion and foster innovation-driven growth.
- C18. Evaluate organisational alignment and performance measurement for long-term development.
- C19. Apply strategic decision-making frameworks considering risk, bias, and ethics.
- C20. Analyse research on strategic leadership and innovation for sustainable value creation.
- C21. Apply organisational diagnosis methods to identify internal challenges and opportunities.
- C22. Apply knowledge of financial reporting standards and accounting principles.

- C23. Evaluate trends in financial analysis, forensic accounting, and sustainability reporting.
- C24. Apply process optimisation methods to improve organisational efficiency.
- C25. Analyse performance measurement and technology integration for business improvement.
- C26. Apply business analysis methods to align processes with organisational goals.
- C27. Evaluate business analytics and systems thinking to solve complex problems.
- C28. Apply relationship management and communication theories in diverse environments.
- C29. Apply knowledge of business simulation tools in strategic decision-making.
- C30. Evaluate simulation methodologies to explore business dynamics and improve performance.
- C31. Apply financial analysis tools to inform strategic assessments and informed investment decisions.
- C32. Evaluate developments in corporate finance and risk management.
- C33. Evaluate budgeting systems and variance analysis for effective resource control.
- C34. Apply investment evaluation tools, such as NPV, IRR, and sensitivity analysis.
- C35. Evaluate financial risk and sustainability in long-term business ventures.
- C36. Apply cost control and governance methods to ensure fiscal discipline.
- C37. Evaluate process innovation and change management for efficiency gains.
- C38. Apply qualitative research methods in business contexts.
- C39. Apply quantitative research methods, including statistical modelling.
- C40. Evaluate trends in data analysis and machine learning in business research.

b) Skills¹⁰ - According to the *European Qualifications Framework (EQF)*, the learning outcomes of **level 7 qualifications**, corresponding to master's level studies, require *specialised skills for solving research and/or innovation problems, developing new knowledge and procedures and integrating knowledge from different fields*:

- A1. Apply digital tools and technologies to create and evaluate innovative business models.
- A2. Develop digital transformation initiatives using data analytics and emerging technologies.
- A3. Reflect and adapt learning strategies to support ongoing professional development.
- A4. Lead diverse teams by applying interpersonal and collaboration skills.

¹⁰ *Skill* is the ability to apply and use knowledge to accomplish tasks and solve problems. Skills are described as either cognitive (involving the use of logical, intuitive and creative thinking) or practical (involving manual dexterity and the use of methods, materials, tools and instruments). Skills are expressed by the following descriptors: application, transfer and problem solving, critical and constructive reflection, creativity and innovation.

- A5. Design entrepreneurial strategies by combining finance, marketing, and technology insights.
- A6. Develop ventures using problem-solving, resource planning, and risk management.
- A7. Apply analytical frameworks to assess external environmental impacts on strategy.
- A8. Use scenario planning and risk tools to support strategic decision-making.
- A9. Diagnose internal resources and processes to identify performance factors.
- A10. Design improvement strategies by integrating knowledge from key business areas.
- A11. Apply financial analysis to evaluate corporate health and risk exposure.
- A12. Create financial models using data from accounting and market trends.
- A13. Evaluate business plans from financial, marketing, and operational perspectives.
- A14. Improve business plans by identifying gaps and reallocating resources.
- A15. Design change management strategies using leadership and organisational insights.
- A16. Diagnose resistance to change and apply stakeholder engagement methods.
- A17. Combine business knowledge to lead development initiatives for growth.
- A18. Align collaboration and resources to support strategic goals.
- A19. Use decision-making models to solve complex business problems.
- A20. Develop strategic initiatives that integrate key business functions.
- A21. Interpret financial statements using analytical techniques.
- A22. Analyse financial data alongside economic indicators for strategic insights.
- A23. Design efficiency strategies using lean methods and new technologies.
- A24. Conduct business analysis to identify risks and growth opportunities.
- A25. Develop analytical models for data-driven decision-making.
- A26. Manage stakeholder ecosystems to support collaboration and trust.
- A27. Apply simulations to assess the impact of decisions and improve outcomes.
- A28. Develop stakeholder engagement frameworks to enhance informed decision-making.
- A29. Analyse financial performance using modelling and benchmarking.
- A30. Integrate data sources to support strategic financial decisions.
- A31. Contribute to budgeting using forecasts and strategic priorities.
- A32. Assess budgets using variance and performance analysis.
- A33. Evaluate budget effectiveness with quantitative and qualitative data.
- A34. Develop models to assess the sustainability and profitability of ventures.
- A35. Enhance operations through effective change management and digital tools.
- A36. Combine qualitative and quantitative data to solve complex issues.
- A37. Run quantitative studies using statistical and econometric tools.
- A38. Use data analysis to build predictive tools and business models.

c) Responsibility and Autonomy¹¹ - According to *the European Qualifications Framework (EQF)*, the learning outcomes for **level 7 qualifications**, corresponding to master's level studies, involve *managing and transforming work or learning situations that are complex, unpredictable and require new strategic approaches, by taking responsibility for contributing to professional knowledge and practice and/or reviewing the strategic performance of teams*:

- RA1. Independently lead digital transformation in complex organisations.
- RA2. Evaluate and improve digital strategies in dynamic environments.
- RA3. Manage interpersonal and team dynamics using emotional intelligence.
- RA4. Take responsibility for self-directed learning and leadership development.
- RA5. Lead innovative ventures in uncertain business contexts.
- RA6. Transform organisational practices by fostering entrepreneurial culture.
- RA7. Lead external environment analysis to anticipate market disruptions.
- RA8. Design adaptive strategies aligned with long-term objectives.
- RA9. Evaluate internal factors to support competitive advantage.
- RA10. Assess financial data and build models for strategic decisions.
- RA11. Interpret financial outcomes and develop growth strategies.
- RA12. Evaluate business plans and propose strategic adjustments.
- RA13. Transform planning processes through interdisciplinary teamwork.
- RA14. Design and implement change strategies in complex contexts.
- RA15. Lead teams through strategic change and refine transformation processes.
- RA16. Coordinate cross-functional teams to support business development.
- RA17. Reshape development strategies to respond to market changes.
- RA19. Lead strategic decisions while evaluating risks and sustainability.
- RA19. Adapt decision-making to enhance innovation and competitiveness.
- RA20. Assess organisational needs and drive strategic responses.
- RA21. Integrate stakeholder insights to improve organisational practices.
- RA22. Analyse financial statements to identify trends and risks.
- RA23. Communicate financial insights to inform stakeholder decisions.
- RA24. Implement strategies to improve efficiency and performance.
- RA25. Advise teams on improving processes for long-term growth.
- RA26. Manage business analysis projects to address challenges and opportunities.
- RA27. Build and manage business relationships for long-term value.
- RA28. Evaluate networking practices and align them with strategy.
- RA29. Design simulations to model strategic business scenarios.
- RA30. Use simulation outcomes to refine and innovate strategy.
- RA31. Manage communication processes across management levels.
- RA32. Conduct financial performance analysis to guide decisions.

¹¹ *Responsibility and autonomy* means the learner's ability to apply knowledge and skills autonomously and responsibly.

- RA33. Coordinate complex budget development aligned with goals.
- RA34. Evaluate budgets and recommend strategic adjustments.
- RA35. Manage budget reviews to enhance governance and informed decision-making.
- RA36. Design expenditure control frameworks in complex settings.
- RA37. Transform spending practices using cost management strategies.
- RA38. Analyse and improve organisational processes for efficiency.
- RA39. Evaluate qualitative data to support strategic thinking.
- RA40. Conduct quantitative research and adapt analytical models.

3. Occupations that can be practiced on the labor market

Main group 2421 – Management and organisation analysts

- *COR 242120/ESCO 2421.1 Business analyst*

Other occupations for which the study program builds competences:

- *COR 263107/ESCO 2411.1.4. Budget analyst*

4. Providing flexible learning pathways within the study program

The Master of Business Administration (MBA) program, offered in English and organised in a full-time education format (FE), promotes flexibility through a well-structured curriculum that integrates a set of electives (facultative) courses, enabling students to personalise their educational experience and acquire transversal competencies aligned with their personal and professional development goals.

Although the program does not include optional subjects grouped in specialisation paths, it ensures learning pathway flexibility by providing elective courses (DFA) in each semester, by the academic regulations of the West University of Timișoara. These courses contribute to the development of complementary skills, including academic writing, multilingual communication, civic engagement, and professional collaboration.

The elective subjects are as follows:

Semester I:

- German/French for Business – improves communication skills in an international business environment through specialized business language training.
- Volunteering I – facilitates students' involvement in civic activities, encouraging teamwork, social engagement, and responsibility.

Semester II:

- Academic Writing – supports the development of effective written communication in academic and professional contexts.
- Volunteering II – promotes continued civic involvement through structured volunteering projects.

Semester III:

- German/French for Business – strengthens advanced language competencies for professional use in globalized contexts.
- Volunteering III – enables students to take leadership roles in community service initiatives.

Semester IV:

- Volunteering IV – final module that emphasizes critical reflection and synthesis of personal and social contributions developed throughout the program.

These elective courses align with the university's strategic goal of promoting well-rounded graduate profiles equipped not only with technical business knowledge but also with civic awareness, intercultural communication abilities, and personal initiative.

In accordance with the provisions of the *Regulation on the initiation, elaboration, monitoring and periodic review of the study programs and fields of study at the West University of Timisoara* and their curricula, in order for students to be able to receive **credits for volunteering activities** based on the provisions of the Law on Higher Education no. 199/2023, with subsequent amendments and additions (Article 127, paragraph (9)), the subject Volunteering is available each semester in the curricula of all bachelor and master degree study programs, with the status of optional subject, with a number of 2 ECTS credits.

5. Professional activity and student assessment

The rights, obligations, and conditions for the professional activity of students at the West University of Timisoara are regulated by the *Code of Student Rights and Obligations and the Regulation on the professional activity of students in the bachelor's and master's degree study cycles at the WUT*, approved by the WUT Senate.

The methods of evaluation/examination for each subject in the curriculum are established by the subject sheets.

6. Final exam

In accordance with the *Regulation for the organizing and carrying out the graduation exams of the bachelor's and master's degree studies at the West University of Timisoara*, approved by WUT Senate, the final examination for the bachelor's degree in any bachelor's degree study program organised at the WUT consists of two parts:

- part 1: evaluation of fundamental and specialized knowledge: 5 credits;
- part 2: elaboration and presentation of the results of the bachelor's thesis: 5 credits.

The syllabus and corresponding bibliography for the final exams are published on the website of each faculty and/or on the WUT website before the beginning of each academic year.

Enrolment in the final exam is conditional upon the student choosing the subject of the final thesis no later than 60 days from the beginning of the academic year of the final year of studies.

The submission of the final version of the final paper on the e-learning platform must be made at least 5 working days before the scheduled starting date of the examination.

Each paper will be accompanied, at the time of submission, by the similarity report resulting from the verification of the originality of the final paper by specialised software on the WUT e-learning platform.

In accordance with the structure of the academic year, at WUT the final exams can be organised in 3 sessions, usually in July, September and February.

The percentage of similarity accepted for each field of study within the Faculty of Economics and Business Administration is maximum 20%.

7. Preparation for the teaching profession (*if applicable*)

Students who wish to opt for a teaching career in pre-university education must take (complementary to the present study program) and complete the *Psycho-pedagogical Training Program for the certification of competences for the teaching profession* and obtain the Certificate of Completion of this program. In the West University of Timisoara this program is organized through the Department for the Preparation of Teaching Staff (DPPD) and can be followed in parallel with undergraduate studies or in postgraduate studies. For more information, please visit: <https://dppd.uvt.ro>.

LIST OF STUDIED SUBJECTS, GROUPED BY YEAR AND SEMESTER

First year of studies

Academic year 2025-2026

No.	Subject	C1	C2	Subject code	Semester I					Semester II					Observations
					Number of hours				Number of credits	Number of hours				Number of credits	
					C	S	L	P		C	S	L	P		
1.	Research Ethics	DS	DOB	M2MBA1101	21	21			6						Modular
2.	Developing entrepreneurial opportunities	DS	DOB	M2MBA1102	21	21			8						Modular
3.	Research Methods for Decision-Making	DS	DOB	M2MBA1103	21	21			8						Modular
4.	AI for Business	DC	DOB	M2MBA1104	21	21			8						Modular
5.	Organisational Leadership	DS	DOB	M2MBA1201						28	28			10	Modular
6.	Leadership Strategies for High-Performing Teams	DS	DOB	M2MBA1202						28	28			10	Modular
7.	Strategy, Innovation and Organisational Sustainability	DS	DOB	M2MBA1203						28	28			10	Modular
Total / activity					84	84			30	84	84			30	
Total teaching hours					168					168					

Elective subjects															
No.	Subject	C1	C2	Subject code	Semester I					Semester II					Observations
					Number of hours				Number of credits	Number of hours				Number of credits C	
					C	S	L	P		C	S	L	P		
1.	German / French for Business	DC	DFA	M2MBA1105	14	14			2						Modular
2.	Volunteering I	DC	DFA	M2MBA1106				60	2						Modular
3.	Academic writing	DC	DFA	M2MBA1204						14	14			2	Modular
4.	Volunteering II	DC	DFA	M2MBA1205									60	2	Modular

Second year of studies

Academic year 2026-2027

No.	Subject	C1	C2	Subject code	Semester I				Number of credits	Semester II				Number of credits	Observations
					Number of hours					Number of hours					
					C	S	L	P		C	S	L	P		
1.	Financial management for executives	DS	DOB	M2MBA2101	28	21			8						Modular
2.	International Marketing and Digital Strategy	DS	DOB	M2MBA2102	28	21			8						Modular
3.	Global Business and Economics	DS	DOB	M2MBA2103	28	21			8						Modular
4.	MBA Project	DS	DOB	M2MBA2104		21			6						Modular
5.	Scientific Research - Final Project	DS	DOB	M2MBA2201						21	21			3	Modular
6.	Legal Issues in Business	DS	DOB	M2MBA2202						21	21			8	Modular
7.	Financial reporting and analysis	DC	DOB	M2MBA2203						21	21			8	Modular
8.	Tech-Driven Intrapreneurship & Circular Value Chains	DS	DOB	M2MBA2204						21	21			8	Modular
9.	Internship	DS	DOB	M2MBA2205									84	3	
Total / activity					84	84			30	84	84		84	30	
Total teaching hours					168					252					

Elective subjects															
No.	Subject	C1	C2	Subject code	Semester I				Number of credits	Semester II				Observations	
					Number of hours					Number of hours					Number of credits
					C	S	L	P	C	S	L	P			
1.	German / French for Business	DC	DFA	M2MBA2105	14	14			2						Modular
2.	Volunteering I	DC	DFA	M2MBA2106				60	2						Modular
4.	Volunteering II	DC	DFA	M2MBA2206									60	2	Modular

Legend

C1	content criteria
C2	mandatory criteria
DA	the subject of in-depth study
DS	synthesis subjects
DC	complementary subjects
DOB	compulsory subjects (required)
DOP	optional subjects (of free choice)
DFA	elective subjects
CP	professional competence
CT	transversal competence
C	lecture-type teaching activity
S	seminar-type teaching activity
L	laboratory/practical work teaching activity
P	traineeship-type teaching activity

Subject code: <faculty><department><subject number>

GENERAL BALANCE SHEET I (by content criteria)

No.	Subject type	Total number of hours							
		1 st year		2 nd year		Entire study program			% of total
		Lecture	S/L/P	Lecture	S/L/P	Lecture	S/L/P	Total	
1.	Complementary	21	21	21	21	42	42	84	11,11%
2.	Synthesis	147	147	147	231	294	378	672	88,89%
TOTAL		168	168	168	252	336	420	756	100,00%

GENERAL BALANCE SHEET II (by mandatory criteria)

Nr. crt.	Subject type	Total number of hours							Provision of specific ARACIS standard % of total
		1st year		2nd year		Entire study program			
		Lecture	S/L/P	Lecture	S/L/P	Lecture	S/L/P	Total	
1.	Mandatory	168	168	168	252	336	420	756	100,00%
TOTAL		168	168	168	252	336	420	756	100%
2.	Elective	28	148	14	134	42	282	324	Not included in totals
Total practical application hours (S/L/P) / lecture hours						1,25			1-1,5

Responsible of the study program,

Delia GLIGOR
Associate Professor PhD

Department Director,

Marius PANTEA
Associate Professor PhD

Dean,

Claudiu BOȚOC
Associate Professor PhD

Ana-Cristina NICOLESCU
Full Professor PhD

Rector,
Marilen Gabriel PIRTEA
Professor PhD

No	The name of the subject	Acronym
1st year		
1.	Research Ethics	RE
2.	Developing entrepreneurial opportunities	DEO
3.	Research Methods for Decision-Making	RMFDM
4.	AI for Business	AIFB
5.	Organisational Leadership	OL
6.	Leadership Strategies for High-Performing Teams	LSFHPT
7.	Strategy, Innovation and Organisational Sustainability	SIAOS
8.	German / French for Business	G/F FB
9.	Volunteering I	V1
10.	Academic writing	AW
11.	Volunteering II	V2
2nd year		
12.	Financial management for executives	FMFE
13.	International Marketing and Digital Strategy	IMADS
14.	Global Business and Economics	GBAE
15.	MBA Project	MBAP
16.	Scientific Research - Final Project	SRFP
17.	Legal Issues in Business	LIIB
18.	Financial reporting and analysis	FRAA
19.	Tech-Driven Intrapreneurship & Circular Value Chains	TDICVC
20.	Internship	I
21.	German / French for Business	G/F FB
22.	Volunteering III	V3
23.	Volunteering IV	V4

CORRELATION BETWEEN COMPETENCES, EXPECTED LEARNING OUTCOMES AND STUDIED SUBJECTS

Correlation of expected learning outcomes with studied subjects

Correlation of expected learning outcomes with key, professional and transversal competences