COURSE SYLLABUS

INTERNATIONAL BUSINESS ENVIRONMENT

1. Program identification details

1.1 Higher education institution	„OVIDIUS" UNIVERSITY OF CONSTANTA
1.2 Faculty	ECONOMIC SCIENCES
1.3 Department	GENERAL ECONOMY
1.4 Field of studies	BUSINESS ADMINISTRATION
1.5 Cycle of studies (degree)	MASTERAT
1.6 Degree program/qualification	ENTREPRENEURHIP AND BUSINESS ADMINISTRATION
1.7 Academic year	2025-2026

2. Course identification details

2.1 Course title	**INTERNATIONAL BUSINESS ENVIRONMENT**						
2.2 Course code	**EBA1101**						
2.3 Instructor	**Associate professor GHEORGHIU GABRIELA, PhD.**						
2.4 Teaching assistant	**Associate professor GHEORGHIU GABRIELA, PhD.**						
2.5 Year	**1**	2.6 Semester	**1**	2.7. Evaluation type	**Ex.**	2.8 Course type */**	**FC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**3**	of which: 3.2 lecture	**2**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**42**	of which: 3.5 lecture	**28**	3.6 applications	**14**
3.7 Individual study workload					**83**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					40
Additional library / specialised platform research and fieldwork					15
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					15
Presentation or test preparation					11
Final examination preparation					2
Other activities: tutorials					0
3.8 Total hours/semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - laboratory; P - project*

4. Prerequisites (where applicable)

4.1 Curriculum-related	There is no case
4.2 Skills-related	There is no case

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	There is no case
5.2. for running the seminar/ lab / project*	There is no case

**Type of application to be chosen according to the nature of the course*

6. Course objectives

7.1 The general objective of the course	▪ Knowledge and understanding of the characteristics of the international business environment, in general, and the particularities of the European business environment, in particular.
7.2 Specific objectives	▪ Understanding the management, organization and functioning of transnational corporations, as well as the mechanism for achieving intra- and inter-corporate integration in the international business environment; ▪ Knowledge of the main policies of the European Union that directly or indirectly influence the development of the business environment.

7. Learning outcomes

Knowledge	• The graduate acquires the knowledge necessary to investigate the international business environment to substantiate investment decisions. • The graduate identifies and recognizes the relevance of the rules and principles applicable in the business environment. • The graduate acquires in-depth knowledge of European business regulations. • The graduate demonstrates an understanding of competitive advantages in business.
Skills	• The graduate develops advanced communication skills and the ability to identify competitive advantages in a global economy. • The graduate develops advanced skills in analysing factors that influence economic performance in the context of the international business environment. • The graduate identifies competitive advantages in a global economy.
Responsibility and autonomy	• The graduate demonstrates the ability to initiate, carry out, and monitor complex investment processes using appropriate tools. • The graduate demonstrates the ability to assess the impact of the international business environment on business initiation, implementation, and development. • The graduate demonstrates the ability to use competitive advantages in substantiating economic decisions.

8. Contents

8.1 Lecture	**Teaching methods**	**No. of hours**
1. The international business environment – theoretical approach	FACE TO FACE	2
2. New trends in the international business environment		2
3. Transnational companies – the main operators in the international business environment		2
4. Intra-corporate integration in the international business environment		4
5. Inter-corporate integration in the international business environment		4
6. Peculiarities of the European business environment. Historical context of the European business environment	ONLINE (Webex Meetings Platform)	2
7. Peculiarities of the European business environment. Economic context of the European business environment		2
8. The importance of economic and monetary union for the European business environment		2
9. Competition regulation in the European business environment		4
10. Consumer protection in relation to the European business environment		4

Bibliography:

- Andrei, L. C., *European Economy*, Third Edition, Economic Publishing House, Bucharest, 2019;
- Bârsan, M. (editor), *European Business Environment*, EFES Publishing House, Cluj-Napoca, 2006;
- Biro, D. (coord.), *Contemporary International Relations. Central Themes in World Politics*, Polirom Publishing House, Iași, 2013;
- Bran, F., Manea, G., Ioan, I., Rădulescu, C. V., *Globalization: Manifestations and Reactions*, Economic Publishing House, Bucharest, 2012;
- Buru, L., Călina, G., *European Union. From Rome to Lisbon*, Economic Publishing House, Bucharest, 2012;
- Dăianu, D. (coord.), *Eurozone Crisis and the Future of Europe*, Polirom Publishing House, Iași, 2016;
- Dinu, M., Anghel, Anghel, L., *Globalization of Business*, Tritonic Publishing House, Bucharest, 2014;
- Gheorghiu, G., *The Contribution of Corporate and Public Governance to the Development of a Sustainable Entrepreneurial Ecosystem in Romania in a European Context*, SITECH Publishing House, Craiova, 2023;
- Gheorghiu, G., *European Economy*, SITECH Publishing House, Craiova, 2014;
- Gheorghiu, G., *Consumer Protection - Worthlessness or Necessity*, LAP Lambert Academic Publishing, Saarbrucken, 2012;

- Ion, A. O., *Governance of the European Union. Current Approaches*, Polirom Publishing House, Iași, 2013;
- Jora, O.D., *Avatars of the Multinational Corporation. Ownership Analysis Exercise*, Academy of Economic Studies Publishing House, Bucharest, 2013;
- Kolodko, G. W., *Where is the World Headed? The Political Economy of the Future*, Polirom Publishing House, Iași, 2015;
- Maha, L.G., Bobalca, C., Diacon, P.E., *The European Business Environment*, Alexandru Ioan Cuza University Publishing House, Iași, 2015
- Miron, D., *The International Business Environment – Lecture Notes*, Academy of Economic Studies Publishing House, Bucharest, 2010
- Pandelică, I., *The International Business Environment. Lecture Notes*, Economic Publishing House, Bucharest, 2023;
- Paraschiv, R., *The European Union and Global Competition*, Alexandru Ioan Cuza University Publishing House, Iași, 2012;
- Pascariu, G. (coord.), *European Policies on the Development of the Business Environment*, Alexandru Ioan Cuza University Publishing House, Iași, 2010;
- Popa, D., Milea, O. M., *The European Business Environment*, Universitaria Publishing House, Bucharest, 2014;
- Popescu, Ș., *The European Union after the Covid-19 epidemic*, Litera Publishing House, Bucharest, 2020;
- Tache, I., *European Economic Policies*, Economic Publishing House, Bucharest, 2014;
- Vătăman, D., *The European Union – Practical Guide to the Specialty*, Pro Universitaria Publishing House, Craiova, 2015;
- Voinea, L., *Transnational Corporations and Global Capitalism*, Polirom Publishing House, Iași, 2007.

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
1. The international business environment – theory and practice	FACE TO FACE	1
2. Globalization versus regionalization – case studies.		2
3. Management, organization and development of transnational companies – case studies		2
4. Intra- and inter-corporate integration – case studies		2
5. The European business environment – theory and practice		2
6. The practical effects of economic and monetary union – case studies	ONLINE (Webex Meetings Platform)	1
7. Anti-competitive practices – case studies		2
8. Unfair practices towards consumers – case studies		2
Bibliography: Idem Lecture Bibliography		

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	▪ Completeness and correctness of the knowledge acquired; • Ability to analyze and interpret knowledge	Grid test	**75%**
9.5 Applications* **Type of application to be chosen according to the nature of the course*	Willingness and ability to work individually and as part of a team	Periodic evaluation through thematic project	**25%**
9.6 Minimum standard of achievement / Pass requirements			
Minimum requirements for grade 5 (minimum for a pass) • Minimum grade 5 at the final exam grid test type. Minimum requirements for grade 10 (maximum) • Grade 10 at the final exam grid test type and at the periodic evaluation through thematic project.			

Date of completion 23/09/2025

Lecture Instructor,
Ass.Prof.PhD. GHEORGHIU GABRIELA
....

Application instructor,
Ass.Prof.PhD. GHEORGHIU GABRIELA
....

Date of approval at Department level
29/09/2025
....

Head of Department,
Prof.PhD. NICODIM LILIANA
....

Dean,
Professor PhD., SPATARIU ELENA CERASELA
____

OUC-PO-10 Annex 3a

COURSE SYLLABUS
(MARKETING RESEARCH AND ANALYSIS)

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	ECONOMIC SCIENCES
1.3 Department	GENERAL ECONOMICS
1.4 Field of study	**BUSINESS ADMINISTRATION**
1.5 Degree	MASTER'S DEGREE
1.6 Programme of study	**ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION**
1.7 Academic year	**2025-2026**

2. Course identification details

2.1 Course title	MARKETING RESEARCH AND ANALYSIS						
2.2 Course code	EBA1102						
2.3 Lecture instructor	**PROFESSOR PHD ANDREEA MORARU**						
2.4 Seminar instructor	**PROFESSOR PHD ANDREEA MORARU**						
2.5 Year	**1**	2.6 Semester	**1**	2.7 Evaluation	**EX**	2.8 Course type	FC/MC

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**3**	of which: 3.2 lecture	**2**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**42**	of which: 3.5 lecture	**28**	3.6 applications	**14**
3.7 Individual study workload					**83**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					25
Additional library / specialised platform research and fieldwork					10
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					20
Presentation or test preparation					12
Final examination preparation					16
Other activities: tutorials					
3.8 Total hours/semester	*3.4. + 3.7*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	
4.2 skills-related	

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	Video projector/support materials
5.2. for running the seminar/ lab / project*	Video projector/support materials

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	Knowledge of the concepts and efficient application of analysis methods specific to marketing research.
6.2 Specific objectives	• understanding the specific role of marketing research in business administration; • knowledge of the concepts of quantitative and qualitative research; • ability to design marketing research; • carrying out data collection, knowing the types of sampling, scaling; • carrying out data analysis; • interpreting the results of marketing research and preparing the research report;

7. Learning outcomes

Knowledge	- The graduate explains the fundamental principles of marketing research and analysis. - The graduate defines the stages of the process of developing marketing strategies tailored to the company's objectives. - The graduate defines concepts related to the use of tools and applications used in marketing analysis. - The graduate explains concepts related to the sales process. - The graduate identifies technologies for automating business processes and methods for managing databases specific to the economic field. - The graduate describes the basic concepts in the field of emerging technologies specific to the knowledge-based information society. - The graduate identifies applications related to e-business. - The graduate works with the normative acts and documents that regulate e-business. - The graduate explains the main sales techniques and strategies used in various commercial contexts.

Skills	The graduate designs and implements various types of marketing research; -The graduate identifies market opportunities and segments relevant to business initiation and development. -The graduate chooses appropriate marketing strategies to achieve project objectives. -The graduate analyzes the effectiveness of marketing campaigns and proposes optimization measures. -The graduate implements appropriate negotiation and sales process management techniques. -The graduate appropriately integrates demand forecasting and inventory management methods. -The graduate optimally plans sales and develops skills for designing distribution networks. - The graduate identifies business processes that can be automated. - The graduate uses tools to automate repetitive tasks in economic activities. - The graduate uses quantitative analysis of e-business phenomena and a system of indicators to substantiate and update business plans. - The graduate applies the stages of the sales process—from prospecting and presentation to handling objections and closing the sale—in simulated or real situations.
Responsibility and autonomy	- The graduate demonstrates the ability to develop and implement marketing analyses and research. -The graduate develops effective operational campaigns for business promotion. -The graduate demonstrates responsibility in monitoring and evaluating the results of marketing activities. -The graduate demonstrates the ability to forecast demand for products and services. - The graduate demonstrates the ability to scientifically substantiate decisions regarding the choice and implementation of sales techniques. - The graduate verifies and monitors the accuracy of automated processes. - The graduate demonstrates the ability to exploit technological opportunities. - The graduate analyzes and compares existing e-business models and integrated applications. - The graduate participates in the development and implementation of business management software programs. - The graduate demonstrates persuasive communication, negotiation, and customer relationship skills to increase sales performance.

8. Contents

8.1 Lecture	**Teaching methods**	**No. of hours**
Introduction to marketing research – importance, phases	Face to face presence on the University Campus / online	2
Types of research; primary and secondary data		4
Scales in marketing research		4
Questionnaire design		4
Sampling and surveys		4
Hypotheses development		4
Data analysis		4
Research reports		2

Bibliography

[1]. Datculescu, P. (2006). Cercetarea de marketing. Brandbuilders Grup.
[2]. Malhotra, N.; Nunan, D.; Birks, D. (2017). Marketing Research. An Applied Approach (5th ed.). Pearson
[3]. Malhotra, N. (2019). Marketing Research: An Applied Orientation, Global Edition 7th Edition. Pearson

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
Introduction to marketing research	Face to face presence on the University Campus / online	2
Aplicability of marketing research results		2
Challenges in marketing research in the current context		2
Questionnaire design		2
Focus groups		2
Data analysis		2
Research reports		2

Bibliography

Idem course Bibliography

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	Verification of theoretical and practical knowledge	Grid test, applications	**70%**
9.5 Applications* **Type of application to be chosen according to the nature of the course*	Willingness and ability to work individually and as part of a team Solving practical applications	Observational assessment of student activity during the semester Seminar project development	**30%**
9.6 Minimum standard of achievement / Pass requirements			
Getting a grade of 5.			

Date of completion,
23/09/2025

Lecture instructor,
Prof.PhD. Andreea Moraru

Application instructor,
Prof.PhD. Andreea Moraru

Date of approval at Department level,
29/09/2025
____

Head of Department,
Prof.PhD. NICODIM LILIANA
____

Dean,
Prof.PhD.Spătariu Elena Cerasela

COURSE SYLLABUS
Entrepreneurship Informatics

1. Program identification details

1.1 Higher education institution	„OVIDIUS" UNIVERSITY OF CONSTANTA
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	General Economy
1.4 Field of studies	Business Administration
1.5 Cycle of studies (degree)	MASTER
1.6 Degree program/qualification	**ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION (ANTREPRENORIAT ȘI ADMINISTRAREA AFACERILOR) în limba engleză**
1.7 Academic year	2025-2026

2. Course identification details

2.1 Course title	Entrepreneurship Informatics						
2.2 Course code	BA1103						
2.3 Instructor	**Conf. univ. dr. Jeflea Victor**						
2.4 Teaching assistant	**Conf. univ. dr. Jeflea Victor**						
2.5 Year	**I**	2.6 Semester	**I**	2.7. Evaluation type	**E**	2.8 Course type */**	**FC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**3**	of which: 3.2 course	**1**	3.3 applications***	**2**
3.4 Total of teaching hours within the program/semester	**42**	of which: 3.5 lecture	**14**	3.6 seminar	**28**
3.7 Student workload for individual study					**83**
Distribution of workload					[hours]
Individual study textbooks, handbooks/reader, bibliography and notes					**27**
Additional research (library, electronic resources, fieldwork)					**27**
Homework (preparing seminar presentations, portfolios, critical essays, research papers, etc.)					**27**
Individual consultations (optional)					
Evaluations / exams					**2**
Other activities					

3.8 Total hours per semester	**125**
3.9 Number of credits	**5**

**** S - seminar; L - laboratory; P - project*

4. Prerequisites (if any)

4.1 Curriculum-related	• Not necessary
4.2 Skills-related	• Not necessary

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. For running the course	Video projector/Smart board, WIFI connection
5.2. For running the seminar / laboratory /project **The type is to be chosen according to the discipline*	Video projector/Smart board, WIFI connection, PC Systems

6. Course goals and objectives

6.1 The general objective of the course	• The main objective of the course is the transmission of general computer knowledge and their application in the economic field
6.2 Specific objectives	• In-depth knowledge of the fundamental notions specific to the use of modern computing technology; • Familiarization with the types of computer systems and how to use them; • Detailed knowledge of economical software solutions; • Increased capacity for intuitive learning, based on analogies, various examples and similarities.

7. Learning outcomes

Knowledge	⇒ The graduate identifies technologies for automating business processes and methods for managing databases specific to the economic field; ⇒ The graduate describes the basic concepts in the field of emerging technologies specific to the knowledge-based information society; ⇒ The graduate identifies applications related to e-business.
Skills	⇒ The graduate identifies business processes that can be automated; ⇒ The graduate uses tools to automate repetitive tasks in economic activities.
Responsibility and autonomy	⇒ The graduate verifies and monitors the accuracy of automated processes; ⇒ The graduate demonstrates the ability to exploit technological opportunities; ⇒ The graduate participates in the development and implementation of business management software programs.

8. Contents

8.1 Lecture	**Teaching methods**	**Number of hours**
1. Evolving Economic Aspects – From Knowledge-Based		1

Economy to Data Economy	Face to face presence , meetings in University Campus for developing lectures and case studies	
2. Societal Technological Megatrends		1
3. Innovation and Entrepreneurship – Conceptual Approaches		1
4. Business Cycles – From Idea to Opportunity		1
5. Developing Business Models – CANVAS, Business Model Navigator		1
6. Business Plan – Definitions, Terminology, and Structure		1
7. Business Plan – Software Implementation		1
8. Team and Leadership		1
9. Team Structure and Management		1
10. ERP - Software Tools		1
11. CRM - Software Tools		1
12. Software Tools for Project Management		1

Bibliography:

[1]. Duening, Thomas N., Robert A. Hisrich, and Michael A. Lechter. Technology entrepreneurship: Taking innovation to the marketplace. Academic Press, 2020;
[2]. Ilie, B. (2021, March 23). Ce este antreprenoriatul? - Ce este un antreprenor? https://mrfinance.ro/ce-este-antreprenoriatul/ ;
[3]. Leon Alexis, Enterprise Resource Planning 3th Edition, Ed. McGraw-Hill Education, 2014
[4]. Luminiţa Hurbean et al., Platforme Integrate pentru Afaceri - ERP, Ed. Economică, Bucureşti, 2013
[5]. Mazur, C. (2022, November 6). 8 Ways to Bring Innovation Into Your Organisation. Zippia For Employers https://www.zippia.com/employer/workplace-innovation/
[6]. Reis, Eric. "The lean startup." New York: Crown Business 27 (2011);
[7]. Terrell Hanna, K. (2023, July). What is an Intrapreneur (Intrapreneurship)? CIO. https://www.techtarget.com/searchcio/definition/intrapreneurs-intrapreneurship.

8.2 Applications* (seminar / laboratory / project) **The type is to be chosen according to the discipline*	**Teaching methods**	**Number of hours**
1.Software Tools for Business Project Management	Face to face presence, meetings in University Campus for developing lectures and case studies	**2**
2. The introduction and the organization of the activities		**2**
3. The resources configuration		**2**
4. The allocation of the resources to activities		**2**
5. The configuration of the activities details		**2**
6. The configuration of the resources details		**2**
7. The configuration of the allocations details		**2**
8. The project consultation		**2**

Bibliography:

[1]. Chatfield C.; Johnson T.; Huffman S. Microsoft Project 2019 Step by Step; Editura Microsoft Press, 2019; https://ptgmedia.pearsoncmg.com/images/9781509307425/samplepages/9781509307425_Sample.pdf

[2]. Harris P. E., Planning and Control Using Microsoft Project 2013, 2016&2019, Editura Eastwood Harris Pty Ltd, 2019;

[3]. Taylor J.; MICROSOFT PROJECT BIBLE 2025, Independenty Published,2024.

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Course	The volume and accuracy of the accumulated information	Grid test exam, face to face or online, on the Webex and Microsoft Foms platform	30%
9.5 Applications* (Seminar/Laboratory / Project) **The type is to be chosen according to the discipline*	Active participation in classes Concrete application skills	Systematic observation, projects, studies, topics (held at face-to-face / online meetings or sent by e-mail)	70%
9.6 Minimum standard of achievement for the acquisition of the ECTS credits			

Date of completion
23 Th September 2025

Course Instructor,
Conf.univ. dr. Jeflea Victor

Lecturer,
Conf.univ. dr. Jeflea Victor

Date of approval in the Department
29 Th September 2025

Head of Department
Prof.PhD. NICODIM LILIANA

OUC-PO-10 Annex 3a

COURSE SYLLABUS
ETHICS AND ACADEMIC INTEGRITY

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	FACULTY OF ECONOMIC SCIENCES
1.3 Department	GENERAL ECONOMICS
1.4 Field of study	**BUSINESS ADMINISTRATION**
1.5 Degree	MASTER'S DEGREE
1.6 Programme of study	**ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION**
1.7 Academic year	**2025-2026**

2. Course identification details

2.1 Course title	ETHICS AND ACADEMIC INTEGRITY						
2.2 Course code	EBA 1104						
2.3 Lecture instructor	**PROF. UNIV. DR. NICODIM LILIANA**						
2.4 Seminar instructor	-						
2.5 Year	**1**	2.6 Semester	**1**	2.7 Evaluation	**C.**	2.8 Course type */**	**CC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**1**	of which: 3.2 lecture	**1**	3.3 applications***	-
3.4 Number of teaching hours/semester	**14**	of which: 3.5 lecture	**14**	3.6 applications	
3.7 Individual study workload					
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					111
Additional library / specialised platform research and fieldwork					40
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					40
Presentation or test preparation					20
Final examination preparation					11
Other activities: tutorials					
3.8 Total hours/semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	Elements of Philosophy, Sociology, Economics (studied in high school)
4.2 skills-related	Analytical, Synthetic, and Divergent Thinking Skills

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	Room equipped with laptop and video projector.
5.2. for running the seminar/ lab / project*	Room equipped with laptop and video projector.

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	● Familiarizing students with the issues, concepts, and aspects related to ethics and academic integrity
6.2 Specific objectives	● Knowledge of the main concepts in the field of ethics, professional deontology, and academic integrity ● Understanding the special role of ethics in personal, social, and professional development ● Clarifying aspects regarding ethical behavior in scientific research ● Identifying plagiarism in scientific papers

7. Learning outcomes

Knowledge	● The graduate has solid skills in using scientific language appropriate to the field of study. ● The graduate defines the main styles of academic citation and ethical standards for avoiding plagiarism. ● The graduate has knowledge of the use of relevant bibliographic sources and the evaluation of the quality of scientific information.
Skills	● The graduate analyses relevant academic sources and evaluates their credibility; ● The graduate leads the process of writing the academic paper, respecting ethical and scientific norms. ● The graduate optimizes the content of the scientific document based on feedback and academic standards.
Responsibility and autonomy	● The graduate develops rigorous academic practices in accordance with ethical standards; ● The graduate demonstrates commitment to academic integrity; ● The graduate uses promotes academic excellence and the dissemination of research results; ● The graduate promotes academic excellence and the dissemination of research results.

8. Contents

8.1 Lecture	**Teaching methods**	**No. of hours**
1. Introductory Aspects of Ethics and Academic Integrity	Lecture in-person / online	1h
2. The Code of Ethics – A Guiding Tool for the University Community in the Spirit of Ethical Principles and Values		1h
3. Values and Principles of University Ethics		1h
4. Ethical Norms in the Relationships Among Members of the University Community		1h
5. Breaches of University Ethics		1h
6. Analysis and Sanctioning of Breaches of University Ethics		1h

7. Basic Notions Regarding Ethics in Scientific Research in Romania		1h
8. Breaches of Good Conduct Norms in Scientific Research and Their Sanctioning		1h
9. General Notions Regarding Intellectual Property		1h
10. Protection of Industrial Property		1h
11. Protection of Copyright and Related Rights		1h
12. The Concept of Plagiarism: Conceptual and Legislative Clarifications		1h
13. Identification and Analysis of Plagiarism in the Academic Environment		1h
14. Prevention and Combating of Plagiarism in the Academic Environment		1h

Bibliography

[1]. Dumitrașcu Vadim – Etică și integritate academică, Editura Universitară, 2021, București
[2]. Găină Viorel - Etică și integritate academică, Editura Universitaria, 2021, București
[3]. Ștefan Elena Emilia – Etică și integritate academică, Ediția a III-a, Editura Pro Universitaria, 2023, București
[4]. Vătăman Dan – Etică și integritate academică, Editura Pro Universitaria, 2019, București
[5]. *** Codul de etică și deontologie universitară al Universității „Ovidius” din Constanța
[6]. https://www.univ-ovidius.ro/uoc/documente-oficiale/carta-si-regulamentele-universitatii/516-codul-de-etica-si-deontologie-profesionala-universitara-al-universitatii-ovidius-din-constanta

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
Not applicable		

Bibliography

[1].

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	Accuracy and Thoroughness of Knowledge	Final Written Exam	100%
	Level of Mastery of Specialized Terminology		
9.5 Applications* **Type of application to be chosen according to the nature of the course*	-	-	-
9.6 Minimum standard of achievement / Pass requirements			
A grade of 4 on the written exam plus the official point, resulting in a grade of 5.			

OUC-PO-10 Annex 3a

Date of completion,
23/09/2025

Lecture instructor,
Prof.PhD. Nicodim Liliana
____

Application instructor,
Prof.PhD. Nicodim Liliana
____

Date of approval at Department level,
29/09/2025
____

Head of Department,
Prof.PhD. Nicodim Liliana
____

Dean,
Prof.PhD. Spătariu Elena Cerasela
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COURSE SYLLABUS
(Business English for Strategic Decisions**)**

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	Department of Economics
1.4 Field of study	Business Administration
1.5 Degree	Master
1.6 Programme of study	Entrepreneurship and Business Administration
1.7 Academic year	2025-2026

2. Course identification details

2.1 Course title	Business English for Competitive Advantage						
2.2 Course code	**MEBA 1105**						
2.3 Lecture instructor	Conf. univ. dr. Eleonora Bâcă						
2.4 Seminar instructor	Conf. univ. dr. Eleonora Bâcă						
2.5 Year	**1**	2.6 Semester	**1**	2.7 Evaluation	**C**	2.8 Course type	**FC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**2**	of which: 3.2 lecture	**1**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**28**	of which: 3.5 lecture	**14**	3.6 applications	**14**
3.7 Individual study workload					**97**
Workload distribution					*[hours]*
Individual study of texbooks, handbooks/reader, bibliography and notes					35
Additional research (library, electronic resources, fieldwork)					30
Homework (preparing seminar presentations, portfolios, critical essays, research papers, etc.)					30
Individual consultations (optional)					-
Evaluations / exams					2
Other activities					-
3.8 Total hours/semester	*3.4. + 3.7*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	NO
4.2 skills-related	Communication skills in English, minimum level B1-B2.

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	Computer/tablet/phone, video camera, microphone, Internet. • Classroom, teaching aids (whiteboard, printed texts, phone, speakers) • Teaching materials (bibliography resources, audio recordings, video clips)	
5.2. for running the seminar/ lab / project*	• Computer/tablet/phone, video camera, microphone, internet connection • Classroom, teaching aids (whiteboard, printed texts, phone, speakers) • Teaching materials (bibliography resources, audio recordings, video clips) • Conditions for active and interactive learning, teaching activities conducted in a problem-solving spirit. • Code of conduct for the seminar The seminar paper submission deadline is set by the instructor in agreement with the students.	

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	Supporting students in mastering the terms and concepts specific to their field of study and
6.2 Specific objectives	Supporting students in mastering the terms and concepts specific to their field of study and specialization (understanding texts in the economic field, case studies, etc.).

	• Objectives aimed at explanation and interpretation: • To correctly understand written and audio-video documents. • To use semantic and vocabulary structures adapted to a written or oral economic text. • Instrumental-applied objectives: • To correctly use linguistic structures corresponding to different speech acts (offer, request, refusal, invitation, acceptance, etc.). • To maintain coherence and connection between vocabulary and grammar elements when drafting an economic text. • To select the most appropriate terminological structure in an economic context. • Affective-attitudinal objectives: To communicate appropriately in English, both in general contexts and in economic contexts.

7. Learning outcomes

Knowledge	The student: • accurately defines the linguistic structures acquired; • describes, using a varied and precise vocabulary, the information obtained from economic texts and proposed contexts; • explains various professional contexts and economic concepts, employing the most contextually appropriate terminology; • demonstrates understanding of the cultural and economic background of the communications studied.
Skills	The student: • applies previously acquired knowledge appropriately; • analyzes the proposed linguistic contexts from the perspective of a future professional in the field; • uses economic terminology with accuracy and relevance; • communicates effectively with other English speakers; • strategically plans the speech and the available communication channels in order to obtain optimal results. • operates at an appropriate affective and attitudinal level, drawing on the accumulated linguistic repertoire.

Responsibility and autonomy	The student: • seeks information on encountered economic concepts; • researches both new contexts and recent developments; • demonstrates perseverance and initiative in completing tasks assigned by the instructor; • collaborates effectively within the assigned working group; • adheres to principles, norms, and values of academic ethics and integrity.

8. Contents

8.1 Lecture	**Teaching methods**	**No. of hours**
• Sustainable Banking	Presentation, Conversations, Exercises, Reading, Case Study, Role Play, Debate, Projects Online **Lectures** – 7 weeks, from **November 17, 2025 – January 25, 2026**	2
• Consultance- Operational consultance		2
• Strategies- principles and values		2
• Online business		2
• New business- advice for startups		2
• Review for Semester Testing		2
• Colloquium		2

Bibliography

[1]. David Cotton, David Falvey, Simon Kent- Market Leader , 3rd Edition, Advanced-Course book, Pearson Longman, 2016
[2]. John Rogers- Market Leader , 3rd Edition, Advanced- Practice file, Pearson Longman, 2016
[3]. McLean Scott, *Business English for Success*, The Saylor Foundation, 2011
[4]. Miles Andrew D., *250 Ways to Say It in Business English*, English for Business, Barcelona, 2010
[5]. Moore Lori Harvill, *Business Communication: Achieving Results*, Bookboon, 2013
[6]. Mumby, D., *Organizational Communication: A Critical Approach*. Thousand Oaks, CA: Sage, 2013.
[7]. Miller, K., *Organizational Communication: Approaches and Processes*, Boston, MA: Wadsworth-Cengage, 2012
[8]. Munter Mary, *Guide to Managerial Communication* (6th Edition), Prentice Hall, 2012

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
Writing an Investment Proposal, Dragons&Angels	Conversations, Exercises, Reading, Case Study, Role Play, Debate, Projects Online **Seminars** – 5 weeks, from **December 2, 2025 – January 25, 2026**	2
Business Negotiations, Summarizing Terms and Conditions		3
Email - Growth Proposal Strategy		2
Business Presentations in the Online Environment		2
Damage Control		3

Business Meetings and Agendas Case Study: Solving Ethical Issues		2

Bibliography:

[1]. David Cotton, David Falvey, Simon Kent- Market Leader , 3rd Edition, Advanced- Course book, Pearson Longman, 2016

[2]. John Rogers- Market Leader , 3rd Edition, Advanced- Practice file, Pearson Longman, 2016

[3]. McLean Scott, Business English for Success, The Saylor Foundation, 2011

[4]. Miles Andrew D., 250 Ways to Say It in Business English, English for Business, Barcelona, 2010

[5]. Moore Lori Harvill, Business Communication: Achieving Results, Bookboon, 2013

[6]. Mumby, D., Organizational Communication: A Critical Approach. Thousand Oaks, CA: Sage, 2013.

[7]. Miller, K., Organizational Communication: Approaches and Processes, Boston, MA: Wadsworth-Cengage, 2012

[8]. Munter Mary, Guide to Managerial Communication (6th Edition), Prentice Hall, 2012

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	• Building arguments using correct grammatical and lexical structures.	Continuous assessment through open discussions and summative evaluation – .	25%
	• The ability to structure and appropriately present conclusions and solutions offered during discussions related to the proposed case studies.	Developing a correspondence portfolio	25%
9.5 Applications*			

**Type of application to be chosen according to the nature of the course*	Willingness and ability to work individually and as part of a team Applying acquisitions by providing examples, conducting analyses, solving exercises, presenting arguments, etc. • Using the acquisitions specific to the discipline in an inter-, intra-, multi-, and/or transdisciplinary approach to problem-solving or problem situations.	Continuous assessment through individual and group projects	**50%**
9.6 Minimum standard of achievement / Pass requirements			
To obtain a grade of 5 in the semester evaluation, the student must: • Synthesize the information satisfactorily. • Present the information in an appropriate manner for a B1 language level. • Use different lexical and grammatical structures without major errors.			

Date of completion,
23/09/2025

Lecture instructor,
Ass.Prof.PhD. Eleonora Bâcă

Application instructor,
Ass.Prof.PhD. Eleonora Bâcă

Date of approval at Department level,
29/09/2025
____

Head of Department,
Prof.PhD. Nicodim Liliana

Dean,
Prof.PhD. Spătariu Elena Cerasela

OUC-PO-10 Annex 3a

COURSE SYLLABUS
(ECONOMIC PROJECTS)

1. Program identification details

1.1 Higher education institution	**„OVIDIUS" UNIVERSITY OF CONSTANTA**
1.2 Faculty	FACULTY OF ECONOMIC SCIENCES
1.3 Department	GENERAL ECONOMICS
1.4 Field of study	**BUSINESS ADMINISTRATION**
1.5 Degree	MASTER'S DEGREE
1.6 Programme of study	**ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION – IN ENGLISH LANGUAGE**
1.7 Academic year	**2025 – 2026**

2. Course identification details

2.1 Course title	**ECONOMIC PROJECTS**						
2.2 Course code	**EBA1106**						
2.3 Lecture instructor	-						
2.4 Seminar instructor	Ec. dr. Lipara Daniel						
2.5 Year	**I**	2.6 Semester	**I**	2.7. Evaluation	**E**	2.8 Course type */**	**SC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**1**	of which: 3.2 lecture	**-**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**14**	of which: 3.5 lecture	**-**	3.6 applications	**14**
3.7 Individual study workload					**111**
Workload distribution					[hours]
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					40
Additional library / specialised platform research and fieldwork					40
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					29
Presentation or test preparation					
Final examination preparation					2
Other activities: tutorials					
3.8 Total hours per semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 Curriculum-related	Microeconomics, Enterprise economy, Management, Marketing
4.2 Skills-related	Not applicable

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	Not applicable
5.2. for running the seminar/ lab / project*	Not applicable

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	• Knowing and understanding how the firm's competitive environment, market and economic-financial indicators help organize and run a business
6.2 Specific objectives	• Knowledge and understanding of some notions regarding the business plan in the management of the company • Knowledge and understanding of notions related to the company's environment, business organization and management • Knowledge and understanding of product, market and marketing strategy development • Knowledge and understanding of some notions regarding the estimation of the company's income and expenses • Knowing and understanding some notions related to the break-even point and economic-financial indicators that can be used for business evaluation

7. Learning outcomes

Knowledge	• The graduate explains the applicability of economic concepts at the operational and strategic levels. • The graduate has advanced knowledge in the field of entrepreneurship. • The graduate demonstrates an understanding of competitive advantages in business. • The graduate defines the stages of the process of developing marketing strategies tailored to the company's objectives. • The graduate explains fundamental economic concepts and how they influence business decisions in competitive and dynamic contexts.
Skills	• The graduate solves problems by adapting actions to the organizational context. • The graduate analyses the needs of the organization to plan and allocate tasks correctly. • The graduate identifies competitive advantages in a global economy. • The graduate processes and analyze data relevant to economic decision-making. • The graduate interprets economic and financial indicators. • The graduate chooses appropriate marketing strategies to achieve project objectives. • The graduate analyses the behaviour of companies in different types of markets, with an emphasis on pricing, cost structure.

Responsibility and autonomy	• The graduate demonstrates the ability to develop new business models. • The graduate demonstrates the ability to use competitive advantages in substantiating economic decisions. • The graduate interprets economic and financial indicators. • The graduate demonstrates the ability to develop a financial plan for an entrepreneurial project. • The graduate demonstrates the ability to scientifically substantiate decisions regarding the choice and implementation of sales techniques.

8. Contents

8.1 Lecture	Teaching methods	No. of hours
-	-	-
Bibliography -		

8.2 Seminar	Teaching methods	No. of hours
1. Defining the business plan	Physical presence in the University Campus, free discussion, applications	2
2. Analysis of the company's environment		2
3. How to organize and manage the business		2
4. Product analysis, product market and marketing strategies		3
5. Analysis and economic-financial planning of the activity		3
6. Business evaluation		2

Bibliography

[1]. Armstrong M., Mangement techniques, Anglia 1991
[2]. Dalotă M., Cosma D., Planul de afaceri al firmei, studiu de caz, Ed. Mirton, Timişoara, 1997;
[3]. Dalotă M., Donath Liliana, Planul de afaceri al firmei, instrument de management, Editura Sedona, Timişoara 1995
[4]. Dănăiaţă I. (coordonator), Management – bazele teoretice, Ed. Mirton, Timisoara, 2002;
[5]. Dobrotă N.(coordonator), Dicţionar de economie, Ed. Economică, Bucureşti, 1999
[6]. Florescu C. (coordonator), Marketing, Ed. Marketer, Bucureşti, 1992
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[10]. Negruţ C., Oancea M. Bazele Marketingului, Ed. Nero-G, Timisoara, 2004
[11]. Pater M., Competitive strategies, Free press, Glencoe, 1980
[12]. Sava Cipriana, Lazoc R., Economia întreprinderii de turism, Ed. Brumar, Timişoara, 2001
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[14]. *** Agenţia Naţională pentru Întreprinderi Mici şi Mijlocii şi Cooperaţie, Planul de afaceri, instrument al propriei afaceri, Bucureşti, 2004
[15]. *** Legea nr. 30/1990
[16]. *** Legea nr.26/ 1996 privind Registrul Comerţului
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9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Course	-	-	-
9.5 Applications (Seminar)	• Completeness and correctness of accumulated knowledge • Active participation in seminars • Creativity • Conscientiousness • Interest for individual study • Originality • Frequency to classes	Systematic observation, free discussion, studies, frequency to classes, Project based on the content of the seminars	100%
9.6 Minimum standard of achievement / Pass requirements			
• Minimum grade 5 on project • Minimum of 2 active interventions in seminar (answering min. 2 questions in seminars) • Attendance at seminars (minimum 3 attendances at seminars)			

Date of completion,	Lecture instructor,	Application instructor,
23/09/2025		Last name/First name /Signature
	-	Ec.PhD. Lipara Daniel

Date of approval in the Department,
29/09/2025

Head of Department,
Prof.PhD.Nicodim Liliana

Dean,
Last name/First name /Signature

Prof.PhD. Spătariu Elena Cerasela

COURSE SYLLABUS
ENTREPRENEURSHIP AND INNOVATION

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	Economic Sciences
1.3 Department	General Economy
1.4 Field of study	**Business Administration**
1.5 Degree	Master Degree
1.6 Programme of study	**Entrepreneurship and Business Administration**
1.7 Academic year	**2025-2026**

2. Course identification details

2.1 Course title	**Entrepreneurship and Innovation**						
2.2 Course code	**MEBA1207**						
2.3 Lecture instructor	**Professor, PhD. Micu Angela-Eliza**						
2.4 Seminar instructor	**Professor, PhD. Micu Angela-Eliza**						
2.5 Year	**I**	2.6 Semester	**2**	2.7 Evaluation	**E**	2.8 Course type	DS/DOB

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**3**	of which: 3.2 lecture	**2**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**42**	of which: 3.5 lecture	**28**	3.6 applications	**14**
3.7 Individual study workload					**83**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					20
Additional library / specialised platform research and fieldwork					17
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					15
Presentation or test preparation					15
Final examination preparation					14
Other activities: tutorials					2
3.8 Total hours/semester	*3.4. + 3.7= 125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	• it's not necessary
4.2 skills-related	• Documentation skills are needed to support the acquisition and deepening of the concepts and practices

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	• Projector • Laptop
5.2. for running the seminar/ lab / project*	• Projector • Laptop

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	• Acquiring by the master students the concepts that contribute to understanding the process of creating a business, developing the ability to identify business opportunities, and, but also to learn influential and practical techniques of innovation
6.2 Specific objectives	• The master students' learning of the concepts that contribute to understanding the process of creating a business, developing the ability to identify business opportunities, and, but also to learn influential and practical techniques of innovation; • Accumulating basic knowledge of the content and role of innovation and entrepreneurship in the current global context; • Development of skills and skills for the implementation of entrepreneurial ideas based on the innovation process; • The formation of systemic, strategic and critical managerial thinking for solving complex problems.

7. Learning outcomes

Knowledge	- The graduate explains the principles and stages of the budgeting process. - The graduate explains the fundamental concepts of strategy and planning in management. - The graduate defines the tools used for business evaluation and development. - The graduate defines the mechanisms for effective collaboration between departments. - The graduate has knowledge in managing the resources necessary for business initiation and development. - The graduate has knowledge of effective communication in business implementation and development teams. - The graduate explains the applicability of economic concepts at the operational and strategic levels. - The graduate has advanced knowledge of the procurement process based on supply chain management and supplier relationships. - The graduate identifies and analyzes the elements that define procurement activities. - The graduate has advanced knowledge in the field of entrepreneurship.

Skills	- The graduate identifies opportunities for developing organizational development strategies. -The graduate chooses methods for managing customer and supplier relationships. -The graduate chooses effective methods for optimizing implementation processes. -The graduate solves problems by adapting actions to the organizational context. -The graduate analyses the needs of the organization to plan and allocate tasks correctly. -The graduate lead teams and facilitate collaboration between their members. - The graduate monitors collective progress and adjusts strategies to achieve objectives. - The graduate develops advanced skills for designing supply networks within the organization.
Responsibility and autonomy	- The graduate develops methods for monitoring and evaluating the impact of implemented measures. - The graduate demonstrates initiative in organizational development and proposes innovative solutions. - The graduate develops responsible team leadership skills to achieve objectives. - The graduate demonstrates the ability to cultivate cooperation and efficiency within the organization. - The graduate demonstrates the ability to manage organizational change effectively. - The graduate demonstrates responsibility in ensuring compliance with quality standards and criteria. - The graduate demonstrates the ability to develop new business models. -The graduate demonstrates an entrepreneurial mindset and creates a productive working environment. -The graduate takes an active role in formulating policies and strategic measures based on needs analysis and empirical research.

8. Contents

8.1 Lecture	Teaching methods	No. of hours
1. Introduction to entrepreneurship 1.1. What is an entrepreneur? 1.2. Personal entrepreneurial skills 1.3. Methods, techniques and tools used by entrepreneurs	Participatory lecture, debate, exposure, problematization In physical format, face to face and online on the webex platform	4
2. Business plan 2.1. Marketing Management 2.2. Staff management 2.3. Financial management 2.3.1. Sources of funding 2.3.2. Preparation and submission of financial statements and accounting reports		6
3. Importance of Business Models and Business Model Canvas 3.1. Types of Business Model and How to Design the Best Business Model 3.2. Pillars and Main Components of Business Model 3.3. How to Create a Business Model Canvas		6

4. Scanning business ideas and opportunities 4.1. Entrepreneurship and innovation 4.2. Methods of generating business ideas 4.3. From idea to opportunity 4.4. Filtering business ideas and opportunities		4
5. New product development 5.1. Technology transfer 5.1.1. Process 5.1.2. Date 5.1.3. Organization 5.1.4. Framework 5.2. Research and development		4
6. Communication and negotiation 6.1. Communication and negotiation: definition and objectives 6.2. Conflict and cooperation in a changing society 6.3. Group, communication dynamics and team building 6.4. Paradigms of negotiation: conflict and cooperation 6.5. Negotiation styles and negotiator qualities 6.6. Negotiation dynamics and evaluation		4

Bibliography:

[1]. Amit Raphael, Zott Christoph (2020), Business Model Innovation Strategy. Transformational Concepts and Tools for Entrepreneurial Leaders”, Wiley
[2]. Baden-Fuller Charles, Mangematin Vincent, (2015), Business Models and Modelling, Emerald Publishing
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[9]. Hague Paul, (2023) The Business Models Handbook. The Tools, Techniques and Frameworks Every Business Professional Needs to Succeed, 2nd Edition, Kogan Page
[10]. Micu Angela-Eliza, (2021), Strategii de dezvoltare a firmei - abordări practice, Editura Galați University Press, Galați

[11]. Micu Angela-Eliza, Bleoju Gianita, (2017), Corporate Development Strategy Modeling, Editura Didactică și Pedagogică, București
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[14]. Seelos Christian, & Mair Johanna, (2017), Innovation and scaling for impact: How effective social enterprises do it. Los Angeles: Stanford University Press
[15]. Tennent John, Friend Graham, (2011), Guide to Business Modelling, Economist Books, 2011
[16]. Vizjak Andrej, Iuga Vasile, (2010), Formule de succes pentru următorul deceniu – companii care au învins criza, Editura Economică
[17]. Resursele Bibliotecii Universitare [link] accesate de pe server-ul Universității Ovidius din Constanța

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
1. Key practices used by top entrepreneurs 1.1. Mission Awareness 1.2. Customer/product vision 1.3. Putting the strategy into practice 1.4. Rapid innovation 1.5. Self-confident behavior	Interactive thematic debate, Examples, Case studies In physical format, face to face and online on the webex platform	2
2. Overview of business models and their significance in the business landscape 2.1. Examination of various business model archetypes, including traditional and innovative models. 2.2. Strategies for designing and customizing business models to fit specific industries and contexts 2.3. Case studies illustrating successful business model design		2
3. In-depth analysis of the key pillars that support a robust business model 3.1. Identification and exploration of the main components crucial for a sustainable and scalable business 3.2. Practical exercises to assess and strengthen the pillars of a business model		2
4. The importance of the creative process in innovation 4.1. The phases of the creative process 4.2. Stages of the innovation process 4.3. The resulting business ideas using different methods of generating them 4.4. RAMP model for business ideas assessment		2
5. New product development 5.1. Product data management (PDM) 5.2. Product life cycle management (PLM) 5.3. Technology development through technology management		2

6. Customer Relationship Management 6.1. Customer Discovery process 6.2. Customer development process		2
7. Communication and negotiation 7.1. Negotiation exercises on the chosen topics in the conflict and cooperation paradigm 7.2. Self-assessment exercises on negotiator styles		2

Bibliography:

[1]. Amit Raphael, Zott Christoph (2020), Business Model Innovation Strategy. Transformational Concepts and Tools for Entrepreneurial Leaders", Wiley
[2]. Baden-Fuller Charles, Mangematin Vincent, (2015), Business Models and Modelling, Emerald Publishing
[3]. Bessant John, Pavitt Keith, Tidd Joe, (2005), Managing Innovation: Integrating Technological, Market and Organisational Change. 3rd edition. London: Wiley & Sons
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[7]. Dalton Chris, (2016), Brilliant Strategy for Bussiness. How to plan, implement and evaluate strategy at any level of management, Editura Pearson Education Limited
[8]. Friend Graham, Zehle Stefan, (2009), Guide to Business Planning, Second Edition
[9]. Hague Paul, (2023) The Business Models Handbook. The Tools, Techniques and Frameworks Every Business Professional Needs to Succeed, 2nd Edition, Kogan Page
[10]. Micu Angela-Eliza, (2021), Strategii de dezvoltare a firmei - abordări practice, Editura Galați University Press, Galați
[11]. Micu Angela-Eliza, Bleoju Gianita, (2017), Corporate Development Strategy Modeling, Editura Didactică și Pedagogică, București
[12]. North Klaus, Varvakis Gregorio, (2016), Competitive Strategies for Small and Medium, Enterprises, https://link.springer.com/book/10.1007/978-3-319-27303-7
[13]. Osterwalder Alexander, Pigneur Yves, (2017), Business Model Generation, Editura PublicaAng
[14]. Seelos Christian, & Mair Johanna, (2017), Innovation and scaling for impact: How effective social enterprises do it. Los Angeles: Stanford University Press
[15]. Tennent John, Friend Graham, (2011), Guide to Business Modelling, Economist Books, 2011
[16]. Vizjak Andrej, Iuga Vasile, (2010), Formule de succes pentru următorul deceniu – companii care au învins criza, Editura Economică
[17]. Resursele Bibliotecii Universitare [link] accesate de pe server-ul Universității Ovidius din Constanța

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade

9.4 Lecture	Completeness and correctness of the accumulated knowledge Ability to analyze and interpret knowledge Capacity to operate with assimilated knowledg Frequency to classes	Grid test exam	**75%**
9.5 Applications* **Type of application to be chosen according to the nature of the course*	Willingness and ability to work individually and as part of a team	Systematic observation, projects, studies, topics	**25%**
9.6 Minimum standard of achievement / Pass requirements			
Minimum grade 5 at the final assessment			

Date of completion, 25.09.2025
____

Lecture instructor,
Professor, PhD. Micu Angela-Eliza
____

Application instructor,
Professor, PhD. Micu Angela-Eliza
____

Date of approval at Department level,
29.09.2025
____

Head of Department,
Professor, PhD. Nicodim Liliana

Dean,
Professor, PhD. Spătariu Elena Cerasela
____

COURSE SYLLABUS
LEADERSHIP AND ORGANIZATIONAL BEHAVIOR IN NEW VENTURES

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	General Economics
1.4 Field of study	Business Administration
1.5 Degree	Master
1.6 Programme of study	Business Administration
1.7 Academic year	2025-2026

2. Course identification details

2.1 Course title	**LEADERSHIP AND ORGANIZATIONAL BEHAVIOR IN NEW VENTURES**						
2.2 Course code	EBA 1208						
2.3 Lecture instructor	**Lecturer PhD Antohi Ionut**						
2.4 Seminar instructor	**Lecturer PhD Antohi Ionut**						
2.5 Year	**I**	2.6 Semester	**2**	2.7 Evaluation	**E**	2.8 Course type	CC/MC

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**2**	of which: 3.2 lecture	**1**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**28**	of which: 3.5 lecture	**14**	3.6 applications	**14**
3.7 Individual study workload					**97**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					35
Additional library / specialised platform research and fieldwork					25
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					35
Presentation or test preparation					
Final examination preparation					2
Other activities: tutorials					
3.8 Total hours/semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	Business Management, Entrepreneurship
4.2 skills-related	Understanding of business fundamentals, critical thinking skills, basic familiarity with startup ecosystems

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	
5.2. for running the seminar/ lab / project*	

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	To develop students' competencies in understanding and applying leadership theories and organizational behavior principles within the unique context of new ventures, enabling them to effectively lead startup teams and build high-performance organizational cultures.
6.2 Specific objectives	• Understand the distinctive leadership challenges in entrepreneurial settings • Develop the ability to analyse and influence organizational behaviour in startups • Master techniques for building and leading high-performing startup teams • Learn to create and sustain entrepreneurial organizational cultures

7. Learning outcomes

Knowledge	• Graduates possess skills in the management of resources necessary for business initiation and development. • Graduates possess knowledge about effective communication in business implementation and development teams. • Graduates possess advanced knowledge in the field of entrepreneurship.
Skills	• Graduates solve problems that arise by adapting their actions to the organizational context. • Graduates lead teams and facilitate collaboration between their members. • Graduates analyse the needs of the organization in order to plan and allocate tasks correctly.
Responsibility and autonomy	• Graduates develop skills in responsible team leadership to achieve objectives. • Graduates demonstrate the ability to foster cooperation and efficiency within the organization. • Graduates demonstrate an entrepreneurial mindset and create a productive working environment.

8. Contents

8.1 Lecture	**Teaching methods**	**No. of hours**
1. Introduction to Leadership in New Ventures	Online/Physical lectures	1
2. Leadership Theories and Entrepreneurial Context		1

3. Organizational Behavior Fundamentals		2
4. Building and Leading Startup Teams		2
5. Organizational Culture in New Ventures		2
6. Communication and Influence		2
7. Decision-Making and Problem-Solving		2
8. Conflict Management and Negotiation		2

Bibliography

[1]. Kuratko, D. F.,Morris, M. H., Covin J.G. (2007). Corporate Entrepreneurship & Innovation. Cengage Learning.
[2]. Robbins, S. P., & Judge, T. A. (2022). Organizational Behavior (19th ed.). Pearson.
[3]. Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). SAGE Publications.

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
1. Leadership Self-Assessment and Personal Development Plan	Online/Physical Examples/Discussions/Case studies	2
2. Startup Leadership Challenges – Case studies		3
3. Organizational Culture - Case studies		3
4. Leadership Communication Skills		2
5. Conflict Resolution		2

Bibliography

[1]. Kuratko, D. F.,Morris, M. H., Covin J.G. (2007). Corporate Entrepreneurship & Innovation. Cengage Learning.
[2]. Robbins, S. P., & Judge, T. A. (2022). Organizational Behavior (19th ed.). Pearson.
[3]. Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). SAGE Publications.

9. Evaluation

Type of activity	**9.1 Evaluation criteria**	**9.2 Evaluation methods**	**9.3 Percentage of final grade**
9.4 Lecture	• Completeness and accuracy of the knowledge acquired; • Ability to analyze and interpret knowledge; Ability to apply the knowledge assimilated	Written grid exam	70%
9.5 Applications* **Type of application to be chosen according to the nature of the course*	• Completeness and accuracy of the knowledge acquired; • Active participation in seminars; • Creativity and originality; Interest in individual study.	Individual Projects/Tests	30%
9.6 Minimum standard of achievement / Pass requirements			
• Knowledge of the main concepts related to leadership and organisational behaviour in new ventures			

Date of completion, 22.09.2025	Lecture instructor, Surname/First name /Signature Lecturer PhD Antohi Ionut	Application instructor, Surname/First name /Signature Lecturer PhD Antohi Ionut

Date of approval at Department level,
29.09.2025

Head of Department,
Surname/First name /Signature
Professor PhD Nicodim Liliana

Dean,
Surname/First name /Signature
Professor PhD Spătariu Elene Cerasela

OUC-PO-10 Annex 3a

COURSE SYLLABUS
MULTIVARIATE STATISTICS APPLIED IN BUSINESS ADMINISTRATION

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANȚA**
1.2 Faculty	Faculty of Economic Science
1.3 Department	GENERAL ECONOMY
1.4 Field of study	BUSINESS ADMINISTRATION
1.5 Degree	**PROFESSIONAL MASTER**
1.6 Programme of study	ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION
1.7 Academic year	**2025-2026**

2. Course identification details

2.1 Course title			Multivariate statistics applied in business administration				
2.2 Course code			EBA 1209				
2.3 Lecture instructor			**Prof. univ. dr. habil. Aivaz Kamer-Ainur**				
2.4 Seminar instructor			**Prof. univ. dr. habil. Aivaz Kamer-Ainur**				
2.5 Year	**I**	2.6 Semester	**2**	2.7 Evaluation	**Ex**	2.8 Course type	**SC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**3**	of which: 3.2 lecture	**2**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**42**	of which: 3.5 lecture	**28**	3.6 applications	**14**
3.7 Individual study workload					**83**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					20
Additional library / specialised platform research and fieldwork					20
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					20
Presentation or test preparation					10
Final examination preparation					13
Other activities: tutorials					
3.8 Total hours/semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	*1. Basic knowledge of descriptive and inferential statistics.* *2. Fundamental data analysis skills* 3. *Basic knowledge of business administration.* An understanding of the basic principles of business administration is beneficial, as many of the analytical techniques will be applied in business contexts. These prerequisites ensure that students are prepared for the complexity of the techniques covered in the course and can actively and effectively participate in the proposed activities and projects.
4.2 skills-related	**1.** *Analytical skills:* The ability to think critically and analyze data quantitatively and qualitatively, correctly interpreting the results to formulate well-founded conclusions. **2.** *Mathematical skills:* A good understanding of algebra, probability, and, ideally, differential and integral calculus, in order to successfully follow advanced statistical methods. 3. *Technological skills:* Ability to use statistical software.

	4. *Communication skills:* Ability to present and explain the results of analyses in a clear and concise manner, both in writing and orally, adapting the complexity of the information to different audiences.

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	1. *Teaching materials and resources:* Access to up-to-date teaching materials will be provided, including presentation slides, specialist articles, case studies, and data sets for analysis. 2. *Interaction with the instructor*: The instructor will be available for consultation, both during and outside of class hours, through face-to-face meetings or online sessions, to discuss and clarify various aspects of the course.
5.2. for running the seminar/ lab / project*	1. *Practical activities:* Seminars will focus on applied exercises and case studies, where students will be able to practice the techniques they have learned and work in groups to develop teamwork skills. 2. *Assessment and feedback:* Each seminar will include progress assessment sessions, through quick tests, group presentations, or individual assignments, with constructive feedback from the teaching assistant. 3. *Use of technology:* Seminars will make extensive use of statistical analysis software, and students must have access to suitable computers and the necessary software to carry out the activities. 4. *Participation and interactivity:* Students are expected to actively participate in seminar discussions and collaborate with their peers and the teaching assistant to solve the proposed problems and projects.

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	The overall objective of this course is to develop data analysis and interpretation skills, enabling students to understand and apply the main statistical techniques in a business context to support evidence-based decision-making.
6.2 Specific objectives	1. *Preparing data for quantitative analysis:* Learning data management techniques, including identifying and treating extreme and missing values, as well as transforming variables for analysis. 2. *Univariate and bivariate data analysis:* Applying descriptive statistical analysis to summarize and interpret data sets; Understanding and using tests of association between qualitative variables; Exploring relationships and correlations between quantitative variables using statistical methods; Using linear regression analysis and ANOVA to evaluate influences and relationships between variables. 3. *Multivariate analysis using data reduction methods*: Implementing principal component analysis and exploratory factor analysis to reduce data size and identify latent structures. 4. Multivariate analysis using classification methods: Applying supervised classification techniques to predict and model response categories based on observed data; Using unsupervised classification methods to discover natural clusters and patterns in data sets.

7. Learning outcomes

Knowledge	The graduate explains the various sources of financing available for projects and businesses. - The graduate explains the importance of budgeting and financing in financial management. -The graduate defines the specific research methodologies used in the economic field. -The graduate has solid knowledge of financing and budgeting tools and techniques. -The graduate defines the fundamental concepts of data analysis. -The graduate has skills in applying statistical and research methodologies for data analysis. - The graduate defines the criteria for selecting and applying research methodologies in economic studies. - The graduate identifies and records economic operations in the entity/organization's accounting. -The graduate processes information for the preparation of financial, accounting, and/or tax reports. -The graduate identifies the main concepts and financial instruments used in the analysis and financing of entrepreneurial projects.
Skills	- The graduate develops and analyzes financial plans for various types of projects. -The graduate leads the process of developing economic and financial projects. -The graduate models economic phenomena using specific economic modeling techniques. -The graduate processes and analyze data relevant to economic decision-making. -The graduate identifies and solves complex problems in the context of financial planning. -The graduate chooses appropriate data processing methods to optimize economic results. -The graduate applies various quantitative and qualitative research techniques. -The graduate interprets economic and financial indicators. -The graduate will assess the economic and financial feasibility of an investment project using specific methods.
Responsibility and autonomy	- The graduate develops and analyzes financial plans for various types of projects. -The graduate leads the process of developing economic and financial projects. -The graduate models economic phenomena using specific economic modeling techniques. -The graduate processes and analyze data relevant to economic decision-making. -The graduate identifies and solves complex problems in the context of financial planning. -The graduate chooses appropriate data processing methods to optimize economic results. -The graduate applies various quantitative and qualitative research techniques. -The graduate interprets economic and financial indicators. -The graduate will assess the economic and financial feasibility of an investment project using specific methods.

8. Contents

8.1 Lecture	Teaching methods	No. of hours
Chapter 1 Preparing data for quantitative analysis	Lecture Interactive debates, applications In mixed mode, 50% in person and 50% online of the total teaching activities. Courses 1-6 in person, between October 1, 2025, and November 9, 2025 Courses 7-11 online, in the following period.	
Identifying extreme values		
Replacing missing values and transforming variables		2
Chapter 2 Univariate and bivariate data analysis		2
2.1. Descriptive statistical analysis of data		
2.4. Association between qualitative variables		2
2.5. Correlation between quantitative variables		2
2.6. Linear regression analysis		2
2.7. ANOVA as regression		2
Chapter 3 Multivariate analysis using data reduction methods		4
3.1. Principal component analysis		
3.2. Exploratory factor analysis of correspondences		4
Chapter 4 Multivariate analysis using classification methods		2
4.1. Supervised classification methods		2
4.2. Unsupervised classification methods		4

Bibliography

[1]. Arkkelin, D. (2014). Using SPSS to understand research and data analysis.
[2]. Behrens, J. T., & Yu, C. H. (2003). Exploratory data analysis. *Handbook of psychology*, *2*, 33-64.
[3]. Behrens, J. T., & Yu, C. H. (2003). Exploratory data analysis. *Handbook of psychology*, *2*, 33-64.
[4]. Bryman, A., & Cramer, D. (2012). *Quantitative data analysis with IBM SPSS 17, 18 & 19: A guide for social scientists*. Routledge.
[5]. Carmen Pintilescu, Analiza statistică a datelor în SPSS și R, SEDCOM LIBRIS, 2022
[6]. Cleff, Thomas. "Exploratory data analysis in business and economics." *Exploratory Data Analysis in Business and Economics. https://doi. org/10.1007/978-3-319-01517-0* (2014).
[7]. Cleff, T. (2019). *Applied statistics and multivariate data analysis for business and economics: A modern approach using SPSS, Stata, and Excel*. Springer.
[8]. DuToit, Stephen HC, A. Gert W. Steyn, and Rolf H. Stumpf. *Graphical exploratory data analysis*. Springer Science & Business Media, 2012.
[9]. Frieden, R., & Gatenby, R. A. (Eds.). (2010). *Exploratory data analysis using Fisher information*. Springer Science & Business Media.
[10]. Jambu, Michel. *Exploratory and multivariate data analysis*. Elsevier, 1991.
[11]. Meyers, L. S., Gamst, G. C., & Guarino, A. J. (2013). *Performing data analysis using IBM SPSS*. John Wiley & Sons.
[12]. Morgan, G. A., Barrett, K. C., Leech, N. L., & Gloeckner, G. W. (2019). *IBM SPSS for introductory statistics: Use and interpretation*. Routledge.
[13]. Mukhiya, S. K., & Ahmed, U. (2020). *Hands-On Exploratory Data Analysis with Python: Perform EDA techniques to understand, summarize, and investigate your data*. Packt Publishing Ltd.
[14]. Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.
[15]. Stehlik-Barry, K., & Babinec, A. J. (2017). *Data analysis with IBM SPSS statistics*. Packt Publishing Ltd.
[16]. Watkins, M. W. (2021). *A step-by-step guide to exploratory factor analysis with SPSS*. Routledge.

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
Chapter 1 Preparing data for quantitative analysis	Lecture Interactive debates, applications In mixed mode, 65% in person and 35% online of the total seminar activities. Seminars from October 1 to October 26, 2026 will be held online, and the rest will be held in person in the following period.	
Identifying extreme values		1
Replacing missing values and transforming variables		1
Chapter 2 Univariate and bivariate data analysis		
2.1. Descriptive statistical analysis of data		1
2.4. Association between qualitative variables		1
2.5. Correlation between quantitative variables		1
2.6. Linear regression analysis		1
2.7. ANOVA as regression		2
Chapter 3 Multivariate analysis using data reduction methods		
3.1. Principal component analysis		2
3.2. Exploratory factor analysis of correspondences		1
Chapter 4 Multivariate analysis using classification methods		
4.1. Supervised classification methods		2
4.2. Unsupervised classification methods		1

Bibliography

[1]. Arkkelin, D. (2014). Using SPSS to understand research and data analysis.
[2]. Behrens, J. T., & Yu, C. H. (2003). Exploratory data analysis. *Handbook of psychology*, *2*, 33-64.
[3]. Behrens, J. T., & Yu, C. H. (2003). Exploratory data analysis. *Handbook of psychology*, *2*, 33-64.
[4]. Bryman, A., & Cramer, D. (2012). *Quantitative data analysis with IBM SPSS 17, 18 & 19: A guide for social scientists*. Routledge.
[5]. Carmen Pintilescu, Analiza statistică a datelor în SPSS și R, SEDCOM LIBRIS, 2022
[6]. Cleff, Thomas. "Exploratory data analysis in business and economics." *Exploratory Data Analysis in Business and Economics. https://doi. org/10.1007/978-3-319-01517-0* (2014).
[7]. Cleff, T. (2019). *Applied statistics and multivariate data analysis for business and economics: A modern approach using SPSS, Stata, and Excel*. Springer.
[8]. DuToit, Stephen HC, A. Gert W. Steyn, and Rolf H. Stumpf. *Graphical exploratory data analysis*. Springer Science & Business Media, 2012.
[9]. Frieden, R., & Gatenby, R. A. (Eds.). (2010). *Exploratory data analysis using Fisher information*. Springer Science & Business Media.
[10]. Jambu, Michel. *Exploratory and multivariate data analysis*. Elsevier, 1991.
[11]. Meyers, L. S., Gamst, G. C., & Guarino, A. J. (2013). *Performing data analysis using IBM SPSS*. John Wiley & Sons.
[12]. Morgan, G. A., Barrett, K. C., Leech, N. L., & Gloeckner, G. W. (2019). *IBM SPSS for introductory statistics: Use and interpretation*. Routledge.
[13]. Mukhiya, S. K., & Ahmed, U. (2020). *Hands-On Exploratory Data Analysis with Python: Perform EDA techniques to understand, summarize, and investigate your data*. Packt Publishing Ltd.
[14]. Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.
[15]. Stehlik-Barry, K., & Babinec, A. J. (2017). *Data analysis with IBM SPSS statistics*. Packt Publishing Ltd.
[16]. Watkins, M. W. (2021). *A step-by-step guide to exploratory factor analysis with SPSS*. Routledge.

9. Evaluation

Type of activity	**9.1 Evaluation criteria**	**9.2 Evaluation methods**	**9.3 Percentage of final grade**
9.4 Lecture	- Completeness and accuracy of accumulated knowledge - Ability to analyze and interpret knowledge - Ability to apply assimilated knowledge Active participation in class	Exam – Research Project Presentation	75%
9.5 Applications* **Type of application to be chosen according to the nature of the course*	Willingness and ability to work individually and as part of a team	Presentation of a research paper / case study)	**25%**
9.6 Minimum standard of achievement / Pass requirements			
Minimum grade of 5 for the project presentation.			

Date of completion,
25.09.2025

Lecture instructor,
Surname/First name /Signature
Professor, PhD. habil. Aivaz Kamer-Ainur

Application instructor,
Surname/First name /Signature
Professor, PhD. habil. Aivaz Kamer-Ainur

Date of approval at Department level,
29.09.2025

Head of Department,
Surname/First name /Signature
Professor, PhD. Nicodim Liliana

Dean,
Surname/First name /Signature
Prof.univ.dr. Spătariu Cerasela

OUC-PO-10 Annex 3a

COURSE SYLLABUS
(*Business English for Competitive Advantage*)

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	Department of Economics
1.4 Field of study	Business Administration
1.5 Degree	Master
1.6 Programme of study	Entrepreneurship and Business Administration
1.7 Academic year	2025-2026

2. Course identification details

2.1 Course title	Business English for Competitive Advantage						
2.2 Course code	**MEBA 1210**						
2.3 Lecture instructor	Conf. univ. dr. Eleonora Bâcă						
2.4 Seminar instructor	Conf. univ. dr. Eleonora Bâcă						
2.5 Year	**1**	2.6 Semester	**2**	2.7 Evaluation	**C**	2.8 Course type	**CC/MC**

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**2**	of which: 3.2 lecture	**1**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**28**	of which: 3.5 lecture	**14**	3.6 applications	**14**
3.7 Individual study workload					**97**
Workload distribution					*[hours]*
Individual study of texbooks, handbooks/reader, bibliography and notes					35
Additional research (library, electronic resources, fieldwork)					30
Homework (preparing seminar presentations, portfolios, critical essays, research papers, etc.)					30
Individual consultations (optional)					-
Evaluations / exams					2
Other activities					-
3.8 Total hours/semester	*3.4. + 3.7*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	NO
4.2 skills-related	Communication skills in English, minimum level B1-B2.

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Tel./Fax: +4 0241 606.407 / +4 0241 606.467
E-mail: rectorat@univ-ovidius.ro - Web page: www.univ-ovidius.ro

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	Computer/tablet/phone, video camera, microphone, Internet. • Classroom, teaching aids (whiteboard, printed texts, phone, speakers) • Teaching materials (bibliography resources, audio recordings, video clips)
5.2. for running the seminar/ lab / project*	• Computer/tablet/phone, video camera, microphone, internet connection • Classroom, teaching aids (whiteboard, printed texts, phone, speakers) • Teaching materials (bibliography resources, audio recordings, video clips) • Conditions for active and interactive learning, teaching activities conducted in a problem-solving spirit. • Code of conduct for the seminar The seminar paper submission deadline is set by the instructor in agreement with the students.

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	Supporting students in mastering the terms and concepts specific to their field of study and
6.2 Specific objectives	Supporting students in mastering the terms and concepts specific to their field of study and specialization (understanding texts in the economic field, case studies, etc.).

	• Objectives aimed at explanation and interpretation: • To correctly understand written and audio-video documents. • To use semantic and vocabulary structures adapted to a written or oral economic text. • Instrumental-applied objectives: • To correctly use linguistic structures corresponding to different speech acts (offer, request, refusal, invitation, acceptance, etc.). • To maintain coherence and connection between vocabulary and grammar elements when drafting an economic text. • To select the most appropriate terminological structure in an economic context. • Affective-attitudinal objectives: To communicate appropriately in English, both in general contexts and in economic contexts.

7. Learning outcomes

Knowledge	The student: • accurately defines the linguistic structures acquired; • describes, using a varied and precise vocabulary, the information obtained from economic texts and proposed contexts; • explains various professional contexts and economic concepts, employing the most contextually appropriate terminology; • demonstrates understanding of the cultural and economic background of the communications studied.
Skills	The student: • applies previously acquired knowledge appropriately; • analyzes the proposed linguistic contexts from the perspective of a future professional in the field; • uses economic terminology with accuracy and relevance; • communicates effectively with other English speakers; • develops an effective plan for the speech and the available communication channels. • operates at an appropriate affective and attitudinal level, drawing on the accumulated linguistic repertoire.

Responsibility and autonomy	The student: • seeks information on encountered economic concepts; • researches both new contexts and recent developments; • demonstrates perseverance and initiative in completing tasks assigned by the instructor; • collaborates effectively within the assigned working group; • adheres to principles, norms, and values of academic ethics and integrity.

8. Contents

8.1 Lecture	Teaching methods	No. of hours
• Business Etiquette - Presentations, First Impressions	Presentation, Conversations, Exercises, Reading, Case Study, Role Play, Debate, Projects Online **Lectures** – 7 weeks, from **February 23, 2026 – April 9, 2026**	2
• Leadership Training		2
• Decision-Making Process		2
• Customer Relationship Management		2
• Labor Market - New Trends in Human Resources		2
• Business Ethics - Elements of Corporate Responsibility		1
• Review for Semester Testing		1
• Colloquium		2
• Business Etiquette - Presentations, First Impressions		1

Bibliography

[1]. David Cotton, David Falvey, Simon Kent- Market Leader , 3rd Edition, Advanced-Course book, Pearson Longman, 2016
[2]. John Rogers- Market Leader , 3rd Edition, Advanced- Practice file, Pearson Longman, 2016
[3]. McLean Scott, *Business English for Success*, The Saylor Foundation, 2011
[4]. Miles Andrew D., *250 Ways to Say It in Business English*, English for Business, Barcelona, 2010
[5]. Moore Lori Harvill, *Business Communication: Achieving Results*, Bookboon, 2013
[6]. Mumby, D., *Organizational Communication: A Critical Approach*. Thousand Oaks, CA: Sage, 2013.
[7]. Miller, K., *Organizational Communication: Approaches and Processes*, Boston, MA: Wadsworth-Cengage, 2012
[8]. Munter Mary, *Guide to Managerial Communication* (6th Edition), Prentice Hall, 2012

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	Teaching methods	No. of hours
Business Meetings - Language Registers Case Study	Conversations, Exercises, Reading, Case Study, Role	2
Case Study - Choosing a Venue for a Conference, Presenting One's Own Point of View		3
Decision-Making Process - Layout and Structure of a Report		1

Case Study - Relaunching a Home2U Website, Press Release, Product Endorsement	Play, Debate, Projects **Online Seminars – 5 weeks, from February 23, 2026 – March 29, 2026**	2
Case Study: Improving an Email and Avoiding a Potential Conflict: Press Release,		3
Damage Control		2
Colloquium		1

Bibliography:

[1]. David Cotton, David Falvey, Simon Kent- Market Leader , 3rd Edition, Advanced- Course book, Pearson Longman, 2016
[2]. John Rogers- Market Leader , 3rd Edition, Advanced- Practice file, Pearson Longman, 2016
[3]. McLean Scott, Business English for Success, The Saylor Foundation, 2011
[4]. Miles Andrew D., 250 Ways to Say It in Business English, English for Business, Barcelona, 2010
[5]. Moore Lori Harvill, Business Communication: Achieving Results, Bookboon, 2013
[6]. Mumby, D., Organizational Communication: A Critical Approach. Thousand Oaks, CA: Sage, 2013.
[7]. Miller, K., Organizational Communication: Approaches and Processes, Boston, MA: Wadsworth-Cengage, 2012
[8]. Munter Mary, Guide to Managerial Communication (6th Edition), Prentice Hall, 2012

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	• Building arguments using correct grammatical and lexical structures.	Continuous assessment through open discussions and summative evaluation – .	25%
	• The ability to structure and appropriately present conclusions and solutions offered during discussions related to the proposed case studies.	Developing a correspondence portfolio	25%
9.5 Applications*			

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E-mail: rectorat@univ-ovidius.ro - Web page: www.univ-ovidius.ro

**Type of application to be chosen according to the nature of the course*	Willingness and ability to work individually and as part of a team Applying acquisitions by providing examples, conducting analyses, solving exercises, presenting arguments, etc. • Using the acquisitions specific to the discipline in an inter-, intra-, multi-, and/or transdisciplinary approach to problem-solving or problem situations.	Continuous assessment through individual and group projects	**50%**
9.6 Minimum standard of achievement / Pass requirements			
To obtain a grade of 5 in the semester evaluation, the student must: • Synthesize the information satisfactorily. • Present the information in an appropriate manner for a B1 language level. • Use different lexical and grammatical structures without major errors.			

Date of completion,
23/09/2025

Lecture instructor,
Ass.Prof.PhD. Eleonora Bâcă

Application instructor,
Ass.Prof.PhD. Eleonora Bâcă

Date of approval at Department level,
29/09/2025
____

Head of Department,
Prof.PhD. Nicodim Liliana
____

Dean,
Prof.PhD. Spătariu Elena Cerasela
____

COURSE SYLLABUS
Sales Techniques

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	ECONOMIC SCIENCES
1.3 Department	GENERAL ECONOMY
1.4 Field of study	BUSINESS ADMINISTRATION
1.5 Degree	MASTER'S DEGREE
1.6 Programme of study	ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION (in English)
1.7 Academic year	**2025-2026**

2. Course identification details

2.1 Course title	Sales Techniques						
2.2 Course code	EBA1211						
2.3 Lecture instructor	**Ass.Prof.PhD. Serban-Comanescu Adrian**						
2.4 Seminar instructor	**Ass.Prof.PhD. Serban-Comanescu Adrian**						
2.5 Year	**I**	2.6 Semester	**II**	2.7 Evaluation	**EX**	2.8 Course type	SC/MC

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**2**	of which: 3.2 lecture	**1**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**28**	of which: 3.5 lecture	**14**	3.6 applications	**14**
3.7 Individual study workload					**97**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					35
Additional library / specialised platform research and fieldwork					25
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					15
Presentation or test preparation					10
Final examination preparation					8
Other activities: tutorials					4
3.8 Total hours/semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	
4.2 skills-related	

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	
5.2. for running the seminar/ lab / project*	

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	Adoption of a strategic vision, development of analytical thinking, and a systemic approach to the marketing perspective of sales techniques activities.
6.2 Specific objectives	Application of sales techniques within the marketing activities of a company.

7. Learning outcomes

Knowledge	The graduate explains the main sales techniques and strategies used in various commercial contexts.
Skills	The graduate applies the stages of the sales process – from prospecting and presentation to handling objections and closing the sale – in simulated or real situations.
Responsibility and autonomy	The graduate demonstrates persuasive communication, negotiation, and customer relationship skills aimed at improving sales performance.

8. Contents

8.1 Lecture	**Teaching methods**	**No. of hours**
Chapter I – Sales Force Management 1.1. Definition, Role, and Objectives of the Sales Force 1.2. Organization, Recruitment, Training, and Compensation of the Sales Force	Face-to-face attendance on the University Campus and online	2
Chapter II – Basic Principles of Personal Selling 2.1. Professionalism within Marketing Activities 2.2. Negotiation: Types and Strategies 2.3. Relationship Marketing		4

Chapter III – Winning Questions and Questioning Techniques in Sales Force–Client Meetings 3.1. Types of Winning Questions 3.2. Questioning Techniques		2
Chapter IV – Organization of Marketing Activities 4.1. The Marketing Program 4.2. Control and Organization in Marketing		2
Chapter V – Merchandising: On-Site Selling Techniques		2
Chapter VI – Control and Organization in Marketing		2

Bibliography

[1]. Grigorut C ,Serban Comanescu A , Elemente de marketing, Ed Bren 2007, Bucuresti).
[2]. Kotler, Managementul Marketingului, Ed Teora, 2002, Bucuresti
[3]. Michael J Thomas, Manual de Marketing, Ed Codecs, 1998, Bucuresti
[4]. Gheorghe Meghisan, Tudor Nistorescu, Adrian Serban Comanescu, Marketing- Teorie si Practica, Editura Universitaria, 2008, Craiova
[5]. Balaure, V.(coord)- Marketing, Ed Uranus, Bucuresti, 2000
[6]. Demetrescu, C. Mihai- Marketing, Ed Europa Nova, Lugoj, 1991
[7]. Florescu C, (coord)- Marketing, Colectia Marketer, Ed Expert, Bucuresti, 1992
[8]. Ristea, Ana-Lucia (coord)- Marketing. Premise si provocari ale economiei inalt competitive, Ed Expert, Bucuresti
[9]. Serban-Comanescu Adrian, Tehnici de Vanzari- De la teorie la practica, Ed Sitech, Craiova, 2025

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
1. Identification of the role of the sales force. Analysis of the objectives underlying the sales force. Analysis of the elements forming the basis of the organization, recruitment, and remuneration of the sales force.	Face-to-face attendance on the University Campus and online	2
2. Analysis of relationship marketing and identification of its main fundamental characteristics. Analysis of situations in which a company uses relationship marketing. Definition of negotiation and types of negotiation. Professionalism as a key feature of the seller–buyer relationship.		4
3. Analysis of the main questions asked during the sales–purchase process. Identification of the main types of questioning techniques.		2
4. Nature, content, and development of the marketing program. Implementation of marketing control. The marketing information system and elements of commercial organization.		2

5. Significant elements of marketing control.		2
6. Identification of specific methods for discovering the needs of potential customers.		2

Bibliography

[1]. Grigorut C ,Serban Comanescu A , Elemente de marketing, Ed Bren 2007, Bucuresti).
[2]. Kotler, Managementul Marketingului, Ed Teora, 2002, Bucuresti
[3]. Michael J Thomas, Manual de Marketing, Ed Codecs, 1998, Bucuresti
[4]. Gheorghe Meghisan, Tudor Nistorescu, Adrian Serban Comanescu, Marketing- Teorie si Practica, Editura Universitaria, 2008, Craiova
[5]. Balaure, V.(coord)- Marketing, Ed Uranus, Bucuresti, 2000
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[9]. Serban-Comanescu Adrian, Tehnici de Vanzari- De la teorie la practica, Ed Sitech, Craiova, 2025

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	The correct and coherent logical application of the acquired concepts.	Final exam	**70%**
9.5.Applications	Willingness and ability to work individually and as part of a team	Example Presentation of a research paper (application of an advanced analytical method - case study)	**30%**
9.6 Minimum standard of achievement / Pass requirements			
• Knowledge of fundamental concepts and their application in problems and case studies • Understanding of phenomena for the purpose of evaluating and interpreting specialized information			

Date of completion, 23.09.2025	Lecture instructor, Surname/First name /Signatur Ass.Prof.PhD. Serban-Comanescu Adrian	Application instructor, Surname/First name /Signature Ass.Prof.PhD. Serban-Comanescu Adrian

Date of approval at Department level,
29.09.2025

Head of Department,
Prof.PhD. NICODIM LILIANA

Dean,
Surname/First name /Signature
Prof.univ.dr. Spătariu Elena Cerasela

COURSE SYLLABUS
Rising finance for Business

1. Program identification details

1.1 Higher education institution	**"OVIDIUS" UNIVERSITY OF CONSTANŢA**
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	General Economy
1.4 Field of study	**Business Administration**
1.5 Degree	Master
1.6 Programme of study	**ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION**
1.7 Academic year	**2025-2026**

2. Course identification details

2.1 Course title	Rising Finance for Business						
2.2 Course code	EBA1212						
2.3 Lecture instructor	**Lect.univ.dr. Ionașcu Alina Elena**						
2.4 Seminar instructor	**Lect.univ.dr. Ionașcu Alina Elena**						
2.5 Year	**1**	2.6 Semester	**2**	2.7 Evaluation	**EX**	2.8 Course type	FC/MC

** FC – fundamental course, SC – specialty course, CC – complementary course*
***MC – mandatory course; OC – optional course; EC – elective course*

3. Estimated workload (hours per semester)

3.1 Number of teaching hours/week	**2**	of which: 3.2 lecture	**1**	3.3 applications***	**1**
3.4 Number of teaching hours/semester	**28**	of which: 3.5 lecture	**14**	3.6 applications	**14**
3.7 Individual study workload					**97**
Workload distribution					*[hours]*
Reading (books, coursebooks, course reader, lecture notes, course bibliography)					30
Additional library / specialised platform research and fieldwork					20
Seminar / lab / project preparation, home assignments, research papers, portfolios and essays					20
Presentation or test preparation					10
Final examination preparation					10
Other activities: tutorials					7
3.8 Total hours/semester	*125*				
3.9 Number of credits	**5**				

**** S - seminar; L - lab; P - project*

4. Prerequisites (where applicable)

4.1 curriculum-related	-
4.2 skills-related	-

5. Necessary requirements for optimum teaching and learning (where applicable)

5.1. for running the lecture	-
5.2. for running the seminar/ lab / project*	-

**Type of application to be chosen according to the nature of the course*

6. Course objectives

6.1 The general objective of the course	The general objective of the course is to provide students with the knowledge and skills necessary to understand and apply essential concepts, theories and techniques in the field of corporate finance so that they can make informed and effective financial decisions within an organization, taking into account both the financial context and the legal and tax regulations in force.
6.2 Specific objectives	Students will learn about sources of funding and understand how to choose the most appropriate option according to the company's financial needs; - calculating the WACC and assessing the importance of capital structure for minimizing risks and maximizing company value; - identify and manage the financial risks associated with funding sources, such as market and operational risks; - understand the tax and legal regulations relevant to company financing, including interest deductions and dividend taxes; - develop skills to communicate complex financial information in a clear manner and use financial software (e.g., advanced Excel) to analyze financing decisions.

7. Learning outcomes

Knowledge	The graduate explains the various sources of financing available for projects and businesses. The graduate explains the importance of budgeting and financing in financial management. The graduate defines the specific research methodologies used in the economic field. The graduate has solid knowledge of financing and budgeting tools and techniques. The graduate identifies and records economic operations in the entity/organization's accounting. The graduate processes information for the preparation of financial, accounting, and/or tax reports. The graduate identifies the main concepts and financial instruments used in the analysis and financing of entrepreneurial projects

Skills	The graduate develops and analyzes financial plans for various types of projects. The graduate leads the process of developing economic and financial projects. The graduate models economic phenomena using specific economic modeling techniques. The graduate processes and analyze data relevant to economic decision-making. The graduate identifies and solves complex problems in the context of financial planning. The graduate chooses appropriate data processing methods to optimize economic results. The graduate interprets economic and financial indicators. The graduate will assess the economic and financial feasibility of an investment project using specific methods
Responsibility and autonomy	The graduate develops and analyzes financial plans for various types of projects. The graduate leads the process of developing economic and financial projects. The graduate models economic phenomena using specific economic modeling techniques. The graduate processes and analyze data relevant to economic decision-making. The graduate identifies and solves complex problems in the context of financial planning. The graduate chooses appropriate data processing methods to optimize economic results. The graduate interprets economic and financial indicators. The graduate will assess the economic and financial feasibility of an investment project using specific methods.

8. Contents

8.1 Lecture	Teaching methods	No. of hours
1. Introduction to Company Financing	Face-to-face attendance on the university campus	2
2. The Financial Structure of the Enterprise. The Company's Capital		2
3. Financing the Company's Activity – Equity Financing		2
4. Financing the Company's Activity – Debt Financing		2
5. Financing the Company's Activity – Optimal Capital Structure		2
6. Financing the Company's Activity – Cost of Funding Sources		2
7. Strategic Financial Decisions. Evaluation of Financial Performance		2

Bibliography

[1]. Sherman, A. J. (2012). Raising Capital: Get the Money You Need to Grow Your Business. AMACOM.
[2]. Feld, B., & Mendelson, J. (2016). Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist (4th ed.). Wiley.
[3]. Jackson, M. A. (2011). Secrets to Raising Capital: How to Get the Money You Need for Your Business the Fastest and Easiest Way Possible. CreateSpace Independent Publishing Platform.
[4]. Cremades, A. (2016). The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know. Wiley.
[5]. Faircloth, M. (2018). Raising Private Capital: Building Your Real Estate Empire Using Other People's Money. BiggerPockets Publishing.
[6]. Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2020). Principles of Corporate Finance (13th ed.). McGraw-Hill Education.
[7]. Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2019). Corporate Finance (12th ed.). McGraw-Hill Education
[8]. Chambers, D. R., & Lacey, N. J. (2017). Modern Corporate Finance: Theory and Practice (8th ed.). FlatWorld
[9]. Koller, T., Goedhart, M., & Wessels, D. (2015). Valuation: Measuring and Managing the Value of Companies (6th ed.).

8.2 Applications (seminar/lab/project)* ** Type of application to be chosen according to the nature of the course*	**Teaching methods**	**No. of hours**
1. Analyzing a company's financing strategy	Face-to-face attendance on the university campus	2
2. Simulating loan scenarios		2
3. Calculation of the company's financial indicators		2
4. Calculating the cost of capital		2
5. Funding decisions and failures		2
6. Fiscal impact of financing decisions		2
7. Trends in attracting funding		2

Bibliography

[1]. Sherman, A. J. (2012). Raising Capital: Get the Money You Need to Grow Your Business. AMACOM.
[2]. Feld, B., & Mendelson, J. (2016). Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist (4th ed.). Wiley.
[3]. Jackson, M. A. (2011). Secrets to Raising Capital: How to Get the Money You Need for Your Business the Fastest and Easiest Way Possible. CreateSpace Independent Publishing Platform.
[4]. Cremades, A. (2016). The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know. Wiley.
[5]. Faircloth, M. (2018). Raising Private Capital: Building Your Real Estate Empire Using Other People's Money. BiggerPockets Publishing.
[6]. Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2020). Principles of Corporate Finance (13th ed.). McGraw-Hill Education.
[7]. Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2019). Corporate Finance (12th ed.). McGraw-Hill Education
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[9]. Koller, T., Goedhart, M., & Wessels, D. (2015). Valuation: Measuring and Managing the Value of Companies (6th ed.).

9. Evaluation

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage of final grade
9.4 Lecture	Ability to analyze, synthetize and interpret information	Grid exam	**60%**
9.5 Applications* **Type of application to be chosen according to the nature of the course*	Complete financial analysis of a company's activity	Project	**40%**
9.6 Minimum standard of achievement / Pass requirements			
Minimum Grade 5 out of 10.			

Date of completion,
25.09.2025

Lecture instructor,
University lecturer Ionașcu Alina Elena
____

Application instructor,
University lecturer Ionașcu Alina Elena
____

Date of approval at Department level,
29.09.2025
____

Head of Department,
Professor, PhD. Nicodim Liliana

Dean,
Professor, PhD. Spătariu Elena Cerasela