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**FACULTY OF ECONOMICS**

Approved by:
Rector,
Associate Professor, PhD
Ramona Flavia RAȚIU

# CURRICULUM

## Applicable to the 2026–2028 cohort

**“DIMITRIE CANTEMIR” UNIVERSITY OF TÂRGU MUREȘ**
**Faculty: Faculty of Economics**
**Field of study: Business Administration**
**Level of study: Master’s degree**
**Study programme: Strategic Business Administration**
**Qualification awarded: Master’s degree**
**Mode of study: Full-time (IF)**
**Duration of study: 2 years, 4 semesters**
**Total credits: 120 ECTS**
**Language of instruction: Romanian**
**Applicable to the 2026–2028 graduating cohort**

## I. GRADUATE PROFILE AND PROFESSIONAL STATUS

Graduates of the Strategic Business Administration study programme obtain a second-cycle university qualification (Master’s degree / Level 7 of the Romanian National Qualifications Framework, CNC) and are prepared to undertake professional activities in the field of Business Administration.

The programme develops the competences and learning outcomes required for graduates to enter professional, academic and/or research environments related to strategic business administration.

Graduates may work in:

- economic organizations, companies and institutions engaged in strategic business administration;
- departments responsible for strategy, business analysis, management reporting, management control and financial administration;
- consulting, project management, risk management, innovation and entrepreneurial development units;
- teaching, research or academic activities, subject to the conditions laid down by law.

## II. RELEVANT OCCUPATIONS UNDER COR / ESCO / OTHER PROFESSIONAL FRAMEWORKS

The study programme is aligned with the following relevant occupations:

| No. | COR / ESCO code | Occupation | Relevance to the programme |
|---|---|---|---|
| 1 | 2421 | Management and organization analyst | Analysis of organizational context, business processes, performance and the organization's strategic directions. |
| 2 | 242120 | Business analyst | Analysis of business requirements, objectives, data and processes to support strategic decisions. |
| 3 | 242102 | Process improvement specialist | Identification of process improvements, establishment of organizational standards and implementation of change management. |
| 4 | 242110 | Economic performance planning, control and reporting specialist | Planning, control, management reporting and monitoring of key performance indicators. |
| 5 | 242101 | Project manager | Coordination of projects, management of resources and integration of strategic objectives into day-to-day operations. |

*Note: This alignment is based on the field of Business Administration, the Master's degree level and the ESCO competences/learning outcomes specified in the Diploma Supplement.*

## III. RELEVANT PROGRAMME COMPETENCES

### III.1. Professional / specialized competences

| Competence code | ESCO / professional competence | Alignment with the field/study programme |
|---|---|---|
| CP1 | Develops corporate strategies; implements strategic planning; incorporates the strategic framework into day-to-day activities; makes strategic commercial decisions. | Business strategy, corporate governance, global competitiveness and strategic decision-making. |
| CP2 | Conducts business analysis; analyzes organizational context, objectives, requirements and business processes; interprets business information. | Advanced business analysis, digital tools for business analysis and management reporting. |
| CP3 | Analyzes financial performance; interprets financial statements; provides financial advice; assesses financial viability; prepares cost-benefit reports. | Financial resource management, advanced financial analysis, FinTech and management control. |

| | | |
|---|---|---|
| CP4 | Improves business processes; identifies process actions and improvements; establishes quality assurance objectives; defines organizational standards. | Optimization, quality management, management control and organizational governance. |
| CP5 | Identifies key performance indicators; monitors company policy; reports on the overall management of a business. | Planning, control, management reporting and economic performance monitoring. |
| CP6 | Analyzes business plans; develops revenue-generation strategies; analyzes companies' internal and external factors. | Business plans for entrepreneurs, global competitiveness and strategic organizational development. |
| CP7 | Coordinates a team; advises on personnel management; adjusts priorities; delegates responsibilities. | Leadership, organizational culture, business communication and risk management. |
| CP8 | Uses spreadsheet software, dedicated data-analysis software, and communication and collaboration software. | Digital tools, data analysis, professional communication and financial digitalization. |
| CP9 | Conducts quantitative and qualitative research; performs analytical mathematical calculations; manages uncertainty. | Applied research, research ethics and sustainable business development. |
| CP10 | Analyzes the relationship between supply-chain improvement and profit; contributes to preparation of the annual budget; manages financial and material resources. | Economic decision-making, financial resources, management reporting and sustainability. |

**III.2. Transversal competences**

| Competence code | Transversal competence | Alignment with the field/study programme |
|---|---|---|
| CT1 | Shows initiative; demonstrates an entrepreneurial mindset; promotes ideas, products or services. | Strategic initiative, innovation and entrepreneurial development. |
| CT2 | Works in teams; advises others; uses communication and collaboration software. | Business communication, professional collaboration and interdisciplinary coordination. |
| CT3 | Honours commitments, takes responsibility and complies with regulations. | Ethics, professional responsibility and organizational compliance. |
| CT4 | Thinks analytically and critically; identifies and solves problems; copes with uncertainty. | Advanced analysis, management diagnosis and decision-making under risk. |
| CT5 | Plans, makes decisions and manages financial and material resources. | Strategic planning, resource allocation and performance control. |

## IV. PROGRAMME-LEVEL LEARNING OUTCOMES AND THEIR ALIGNMENT WITH COMPETENCES

Learning outcomes describe what a student/graduate knows, understands and is able to demonstrate on completion of the study programme. They are formulated in accordance with the qualification level, programme profile, relevant occupations and associated competences.

### IV.1. Knowledge

| LO code | Learning outcome | Associated competences |
|---|---|---|
| RÎ-C1 | The student/graduate understands advanced concepts of strategic business administration, corporate governance, leadership, global competitiveness and organizational culture. | CP1, CP5, CP6, CP7 |
| RÎ-C2 | The student/graduate explains the digital, financial and managerial tools used for business analysis, reporting, management control and performance assessment. | CP2, CP3, CP5, CP8 |
| RÎ-C3 | The student/graduate understands the conceptual framework of risk management, sustainability, innovation, research ethics and sustainable business development. | CP4, CP9, CP10, CT3 |

### IV.2. Skills

| LO code | Learning outcome | Associated competences |
|---|---|---|
| RÎ-A1 | The student/graduate analyzes complex organizational contexts, business processes, data, indicators and financial statements to support strategic decisions. | CP2, CP3, CP5, CT4 |
| RÎ-A2 | The student/graduate develops business plans and strategies for development, mergers and acquisitions, revenue generation and efficient resource use. | CP1, CP6, CP10, CT5 |
| RÎ-A3 | The student/graduate uses digital tools, spreadsheets, data analysis applications and management reporting tools in professional contexts. | CP2, CP3, CP8 |
| RÎ-A4 | The student/graduate coordinates teams, manages risks and priorities, communicates professionally and supports innovation and continuous improvement. | CP4, CP7, CP9, CT1, CT2 |

### IV.3. Responsibility and autonomy

| LO code | Learning outcome | Associated competences |
|---|---|---|
| RÎ-RA1 | The student/graduate makes autonomous, well-founded and ethical strategic decisions while complying with regulations and professional responsibilities. | CP1, CP5, CT3, CT4 |
| RÎ-RA2 | The student/graduate assumes responsibility for coordinating resources, teams and business projects under conditions of uncertainty and organizational change. | CP7, CP10, CT2, CT5 |
| RÎ-RA3 | The student/graduate contributes to organizational development, innovation and sustainability through applied research, critical analysis and process improvement. | CP4, CP6, CP9, CT1, CT4 |

## V. REQUIREMENTS FOR AWARD OF THE DEGREE

To obtain the degree, the student must earn:

| Credit category | Number of credits |
|---|---|
| Credits for compulsory courses | 120 ECTS |
| Credits for elective courses | 0 ECTS |
| Credits for the final degree examination | 3 ECTS – dissertation preparation, included in the 120 ECTS total |
| Total programme credits | 120 ECTS |

*The curriculum comprises 120 ECTS credits, 18 courses, 4 semesters and 3,018 total hours of study, as specified in the submitted curriculum.*

## VI. FINAL DEGREE EXAMINATION

The study programme concludes with:

| Component | Examination component | Allocated credits | Remarks |
|---|---|---|---|
| Component 1 | Presentation and public defence of the dissertation | 3 ECTS included in the curriculum | Linked to the “Dissertation Preparation” course in Semester IV |

**Expected defence period: July**

**Dissertation preparation period: Semester IV**

## VII. PROCEDURE FOR SELECTING ELECTIVE COURSES

The submitted curriculum does not include elective-course packages. All courses in the programme structure are listed as compulsory.

| Year | Semester | Elective package | Proposed courses | Selection rule |
|---|---|---|---|---|
| - | - | Not applicable | The curriculum contains no elective courses | All courses are compulsory |

## VIII. COMPATIBILITY WITH SIMILAR PROGRAMMES

The study programme is compatible with similar programmes in the European Higher Education Area, including:

| Similar programmes – 1 | Similar programmes – 2 |
|---|---|
| 1. University of National and World Economy, Bulgaria | 6. Panstwowa Akademia Nauk Stosowanych w Nysie, Poland |
| 2. South-West University Neofit Rilski, Bulgaria | 7. Instituto Politecnico do Cavado e do Ave, Portugal |
| 3. Centre D'etudes Europeen Du Sud Ouest – Ceeso, France | 8. Vysoka Skola Ekonomicka V Praze, Czech Republic |
| 4. Universita Degli Studi Europea, Italy | 9. Universitad de Jaen, Spain |
| 5. Wroclawska Akademia Biznesu W Naukach Stosowanych, Poland | 10. Universitat Jaume I, Spain |

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## IX. CURRICULUM STRUCTURE BY YEAR AND SEMESTER

### Year I, Semester I

| No. | Course code | Course title | Course type | C | S/A | Lp | P | Total | Credits | Assessment | SI | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **I. Compulsory courses** | | | | | | | | | | | | |
| 1. | 51ASFD | FinTech and Financial Digitalization | Specialized | 2 | - | - | 2 | 4 | 7 | Exam | 119 | |
| 2. | 51ASGC | Corporate Governance and Strategic Decision-Making | Fundamental | 2 | - | - | 2 | 4 | 8 | Exam | 144 | |
| 3. | 51ASDD | Sustainable Business Development | Specialized | 2 | 2 | - | - | 4 | 8 | Exam | 144 | |
| 4. | 51ASCA | Business Communication | Complementary | 2 | - | - | 2 | 4 | 7 | Exam | 119 | |
| **Semester I total** | | | | **8** | **2** | **-** | **6** | **16** | **30** | **4 Ex.** | **526** | |

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## Year I, Semester II

| No. | Course code | Course title | Course type | C | S/A | Lp | P | Total | Credits | Assessment | SI | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **I. Compulsory courses** | | | | | | | | | | | | |
| 5. | 52ASPA | Business Plans for Entrepreneurs | Specialized | 2 | - | - | 2 | 4 | 8 | Exam | 144 | |
| 6. | 52ASMR | Business Risk Management | Specialized | 2 | 2 | - | - | 4 | 7 | Exam | 119 | |
| 7. | 52ASAR | Business Financial Resource Management | Specialized | 2 | - | - | 2 | 4 | 8 | Exam | 144 | |
| 8. | 52ASLC | Leadership and Organizational Culture | Fundamental | 2 | 2 | - | - | 4 | 7 | Exam | 119 | |
| **Semester II total** | | | | **8** | **4** | **-** | **4** | **16** | **30** | **4 Ex.** | **526** | |

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## Year II, Semester III

| No. | Course code | Course title | Course type | C | S/A | Lp | P | Total | Credits | Assessment | SI | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **I. Compulsory courses** | | | | | | | | | | | | |
| 9. | 53ASCG | Global Business Competitiveness | Specialized | 2 | - | - | 2 | 4 | 7 | Exam | 119 | |
| 10. | 53ASID | Digital Tools for Business Analysis | Specialized | 2 | 2 | - | - | 4 | 6 | Exam | 94 | |
| 11. | 53ASCI | Creativity and Innovation in Project Management | Specialized | 2 | - | - | 2 | 4 | 7 | Exam | 119 | |
| 12. | 53ASSA | Business Strategies | Fundamental | 2 | - | - | 2 | 4 | 7 | Exam | 119 | |
| 13. | 53ASPS | Specialized Internship | Specialized | - | - | - | - | - | 3 | Colloq. | 84 | Internship / placement |
| **Semester III total** | | | | **8** | **2** | **-** | **6** | **16** | **30** | **4 Ex./1 Col.** | **535** | |

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## Year II, Semester IV

| No. | Course code | Course title | Course type | C | S/A | Lp | P | Total | Credits | Assessment | SI | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **I. Compulsory courses** | | | | | | | | | | | | |
| 14. | 54ASSF | Mergers and Acquisitions Strategies | Specialized | 2 | - | - | 2 | 4 | 7 | Exam | 119 | |
| 15. | 54ASAF | Advanced Business Financial Analysis | Fundamental | 2 | - | - | 2 | 4 | 8 | Exam | 144 | |
| 16. | 54ASRM | Management Reporting and Management Control | Specialized | 2 | - | - | 2 | 4 | 8 | Exam | 144 | |
| 17. | 54ASEI | Research Ethics | Complementary | 1 | 1 | - | - | 2 | 4 | Exam | 72 | |
| 18. | 54ASEL | Dissertation Preparation | Specialized | - | - | - | - | - | 3 | Colloq. | 84 | Dissertation |
| **Semester IV total** | | | | **7** | **1** | **-** | **6** | **14** | **30** | **4 Ex./1 Col.** | **563** | |

*C – lectures; S – seminars; A – applied sessions; P – projects; Lp – practical classes; SI – independent study.*

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## X. SUMMARY OF TEACHING ACTIVITIES, CREDITS AND ASSESSMENT METHODS

| Semester | C | S/A | Lp | P | Work placement | Teaching hours | SI | Credits | Assessment methods | Total study hours |
|---|---|---|---|---|---|---|---|---|---|---|
| Sem. I | 112 | 28 | 0 | 84 | - | 224 | 526 | 30 | 4 Ex. | 750 |
| Sem. II | 112 | 56 | 0 | 56 | - | 224 | 526 | 30 | 4 Ex. | 750 |
| Sem. III | 112 | 28 | 0 | 84 | 84 | 308 | 451 | 30 | 4 Ex./1 Col. | 759 |
| Sem. IV | 98 | 14 | 0 | 84 | - | 196 | 563 | 30 | 4 Ex./1 Col. | 759 |
| Total | 434 | 126 | 0 | 308 | 84 | 952 | 2066 | 120 | 16 Ex./2 Col. | 3018 |

## XI. SUMMARY OF INDICATORS FOR COMPLIANCE WITH ARACIS STANDARDS

| No. | Indicator | ARACIS standard | Programme status | Compliance |
|---|---|---|---|---|
| 1 | Duration of study | Master's degree programme | 2 years | Yes |
| 2 | Number of semesters | Master's programme comprising 4 semesters | 4 semesters | Yes |
| 3 | Number of credits | 120 ECTS | 120 ECTS | Yes |
| 4 | Hours per week | Conformity with the Master's curriculum structure | 14–16 hours/week of teaching activities | Yes |
| 5 | Lecture-to-applied-activity ratio | Balance between lectures and applied activities/projects | Lectures: 434 hours; applied activities/projects: 434 hours; ratio: 1:1 | Yes |
| 6 | Work placement | Specialized internship included | Specialized internship: 84 hours, 3 ECTS | Yes |
| 7 | Share of fundamental courses | In accordance with the programme structure | 30 ECTS; 750 total study hours | Yes |
| 8 | Share of specialized courses | In accordance with the programme structure | 79 ECTS; 1,993 total study hours | Yes |
| 9 | Share of complementary courses | In accordance with the programme structure | 11 ECTS; 275 total study hours | Yes |
| 10 | Share of elective courses | If the programme offers electives | 0 ECTS; no elective courses are provided | Yes |
| 11 | Maximum number of students per cohort/group | In accordance with institutional/ARACIS regulations | Determined by institutional decision | Yes |

## XII. ALIGNMENT MATRIX: LEARNING OUTCOMES – COURSES

### XII.1. Summary model by learning outcome

| LO code | Programme-level learning outcome | Category | Contributing courses | Main assessment method |
|---|---|---|---|---|
| RÎ-C1 | The student/graduate understands advanced concepts of strategic business administration, corporate governance, leadership, global competitiveness and organizational culture. | Knowledge | Corporate Governance; Business Strategies; Leadership and Organizational Culture; Global Business Competitiveness | Examination / case study |
| RÎ-C2 | The student/graduate explains the digital, financial and managerial tools used for business analysis, reporting, management control and performance assessment. | Knowledge | FinTech and Financial Digitalization; Digital Tools; Financial Resource Management; Management Reporting | Examination / project |
| RÎ-C3 | The student/graduate understands the conceptual framework of risk management, sustainability, innovation, research ethics and sustainable business development. | Knowledge | Risk Management; Sustainable Development; Creativity and Innovation; Research Ethics | Examination / colloquium |
| RÎ-A1 | The student/graduate analyzes complex organizational contexts, business processes, data, indicators and financial statements to support strategic decisions. | Skills | Digital Tools; Advanced Financial Analysis; Management Reporting; Business Strategies | Analysis / examination |
| RÎ-A2 | The student/graduate develops business plans and strategies for development, mergers and acquisitions, revenue generation and efficient resource use. | Skills | Business Plans; Mergers and Acquisitions Strategies; Business Strategies; Financial Resource Management | Project / examination |
| RÎ-A3 | The student/graduate uses digital tools, spreadsheets, data analysis applications and management reporting tools in professional contexts. | Skills | FinTech; Digital Tools; Management Reporting and Management Control | Applied assignments / project |
| RÎ-A4 | The student/graduate coordinates teams, manages risks and priorities, communicates professionally and supports innovation and continuous improvement. | Skills | Leadership; Business Communication; Risk Management; Creativity and Innovation | Case study / colloquium |
| RÎ-RA1 | The student/graduate makes autonomous, well-founded and ethical strategic decisions while complying with regulations and professional responsibilities. | Responsibility and autonomy | Research Ethics; Corporate Governance; Business Strategies | Examination / applied essay |

| | | | | |
|---|---|---|---|---|
| RÎ-RA2 | The student/graduate assumes responsibility for coordinating resources, teams and business projects under conditions of uncertainty and organizational change. | Responsibility and autonomy | Risk Management; Specialized Internship; Leadership; Business Plans | Internship / project |
| RÎ-RA3 | The student/graduate contributes to organizational development, innovation and sustainability through applied research, critical analysis and process improvement. | Responsibility and autonomy | Dissertation Preparation; Sustainable Development; Creativity and Innovation | Dissertation / portfolio |

**XII.2. Extended course-by-outcome matrix**

| Course / course group | RÎ-C1 | RÎ-C2 | RÎ-C3 | RÎ-A1 | RÎ-A2 | RÎ-A3 | RÎ-A4 | RÎ-RA1 | RÎ-RA2 | RÎ-RA3 | Remarks |
|---|---|---|---|---|---|---|---|---|---|---|---|
| FinTech and Financial Digitalization | | x | | x | | x | | | | | Financial digitalization |
| Corporate Governance and Strategic Decision-Making | x | | | | x | | | x | | | Governance and decision-making |
| Digital Tools for Business Analysis | | x | | x | | x | | | | | Digital analysis |
| Business Communication | | | | | | | x | | | | Professional communication |
| Business Plans for Entrepreneurs | | | | | x | | x | | x | | Entrepreneurship |
| Business Risk Management | | | x | x | | | x | | x | | Risk and uncertainty |
| Business Financial Resource Management | | x | | x | x | | | | | | Financial resources |
| Leadership and Organizational Culture | x | | | | | | x | | x | | Leadership |
| Global Business Competitiveness | x | | | x | x | | | | | x | Competitive environment |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Sustainable Business Development | | | x | | | | | | | x | Sustainability |
| Creativity and Innovation in Project Management | | | x | | | | x | | x | x | Innovation |
| Business Strategies | x | | | x | x | | | x | | | Strategy |
| Specialized Internship | | | | x | | | x | | x | x | Practical application |
| Mergers and Acquisitions Strategies | x | | | | x | | | x | | | Mergers and acquisitions |
| Advanced Business Financial Analysis | | x | | x | x | | | | | | Financial analysis |
| Management Reporting and Management Control | | x | | x | | x | | | | | Reporting and control |
| Research Ethics | | | x | | | | | x | | x | Ethics and integrity |
| Dissertation Preparation | x | x | x | x | | x | | x | | x | Synthesis and research |

## XIII. LEGEND AND METHODOLOGICAL NOTES

- C = lectures; S = seminars; A = applied sessions; Lp = practical classes; P = projects; SI = independent study.
- ECTS = European Credit Transfer and Accumulation System; Ex. = examination; Col. = colloquium.
- The programme has 4 semesters, 120 ECTS credits and 18 courses, in accordance with the ASA 2026 curriculum.
- The submitted curriculum contains no separate elective courses.
- The dissertation is scheduled for Semester IV, with 3 ECTS credits and 84 hours of independent study/preparation.

Note on synchronous online activities: Up to 25% of teaching and learning activities and 25% of applied/practical/research activities may be conducted synchronously online, in accordance with applicable institutional and ARACIS regulations.

## XIV. APPROVAL

This curriculum was discussed by the Council of the Faculty of Economics at its meeting on 25 September 2026 and approved by the Senate of "Dimitrie Cantemir" University of Târgu Mureș at its meeting on 29 September 2026.