

University POLITEHNICA of Bucharest

Faculty of Engineering in Foreign Languages (FILS)

Domain: Engineering and Management

Master title: *Business Administration and Engineering (BAE)*

Year 1, sem 1

1. INDUSTRIAL MARKETING

8.1 Course	Teaching methods	Observations
1. Defining the sphere of industrial marketing 1.1. Definitions, market, competition, customer, etc. 1.2. Industrial Marketing. The industrial consumer. 1.3. Classification of products and services 1.4. Role and place of marketing within the business	Interactive presentation on video projector, debates, discussions	
2. The industrial marketing information system 2.1. General information 2.2. Define the issue and collect relevant information 2.3. Identifying solutions	Interactive presentation on video projector, debates, discussions	
3. Strategic planning 3.1. Stages of strategic marketing planning process 3.2. Mission, organizational objectives and strategies, marketing objectives and strategies	Interactive presentation on video projector, debates, discussions	
4. Methods and techniques used in environmental analysis 4.1. Analyze the internal environment 4.2. Analysis of the competitive environment 4.3. Macromedia analysis 4.4. Methods and techniques of analysis: BCG, GE, differentiation matrix, etc.	Interactive presentation on video projector, debates, discussions	
5. Consumer behavior 5.1. Behavior of the individual consumer 5.2. Behavior of the industrial consumer	Interactive presentation on video projector, debates, discussions	
6. Marketing mix 6.1. Product strategies 6.2. Product Life Cycle 6.3. The importance of product planning 6.4. Distribution strategies 6.5. Distribution channels on the industrial market	Interactive presentation on video projector, debates, discussions	

6.6. Distribution channels for goods and services for individual consumers		
7. Marketing mix (continued) 7.1. Price Strategies 7.2. The price on the industrial market 7.3. Factors that influence the price 7.4. Promotion strategies 7.5. Promotion of industrial products 7.6. Advertising. Personal sales. Promoting sales in the industrial market	Interactive presentation on video projector, debates, discussions	
Bibliography 1. Kotler P. – Marketing Insights from A to Z, John Wiley & Sons, Inc., 2003 2. Hart Norman – Marketing industrial – Ed. Codes – Bucuresti, 1998 3. Kotler P., Wong Veronica, Saunders J., Armstrong G. – Principles of Marketing, 4 th European Edition, Ed. Pearson Prentice Hall, 2005 4. Lucia Sandovici – Marketing industrial - Ed. Printech - Bucuresti, 2002 5. Kotler P., Keller K.L. – Marketing Management, 12 th edition, Ed. Pearson Prentice Hall, 2006 6. Richardson B. – Marketing for Architects and Engineers, Ed. E & FN Spon, 2005 7. Dumitriu D. – Marketing industrial, note de curs, UPB 2017		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
1.1. Analysis of the profitability threshold (example for a firm) 1.2. Analysis of "what if" for various situations (grid applications, discussions)	Lectures, debates, discussions	
2.1. Situational analysis of the firm (MEFE / MEFI matrix) 2.2. Formulation of concrete strategies for each organization chosen by students	Debates, discussions	
3.1. Matrix techniques for business portfolio analysis - BCG matrix (grid applications, discussions) 3.2. Business Position (grid applications, discussions) 3.3. Possible strategies. Errors to avoid	Lectures, debates, discussions	
4.1. Simulation of the Marketing Strategy of a business in which 4 companies compete on the same market, using TMG 3.0 software application (interactive, on teams, stages 1-2)	Debates, discussions	
5.1. Simulation of the Marketing Strategy of a business in which 4 companies compete on the same market, using TMG 3.0 software application (interactive, on teams, stages 3-4)	Debates, discussions	
6.1. Simulation of the Marketing Strategy of a business in which 4 companies compete on the same market, using TMG 3.0 software application (interactive, on teams, stages 5-6)	Debates, discussions	
7.1. Delivery and presentation of the Activity Reports (project) by each team	Debates, discussions	
Bibliography		

“Modelarea și simularea proceselor de afaceri - îndrumar de laborator”, Editura Politehnica Press, București, 2017, ISBN 978-606-515-760-6

2. FINANCIAL MANAGEMENT

8.1 Course	Teaching methods	Observations
<ul style="list-style-type: none"> • Financial Statements and Cash Flow • Financial Statements Analysis and Long-term Planning • Discounted Cash Flow Valuation • How to Value Bonds and Stocks • Investment rules – Net Present Value, The Internal Rate of Return, The Average Accounting Return Method, and The Profitability Index • Risk Analysis – Sensitivity Analysis, Scenario Analysis, and Break-Even Analysis • Short-Term Finance and Planning • Long-Term Financing • Capital Structure, and Cost of Capital • Dividends and Other Payouts • Options, Futures, and Corporate Finance • Leasing • Short-Term Finance and Planning • Mergers and Acquisitions 	<p>Teaching courses on black-board and using laptop and projector; interactive methods</p>	<p>Students receive electronic and printed materials (the choice of each)</p>
<p>Bibliography:</p> <ul style="list-style-type: none"> • Halpen, P., Weston, J. și Brigham, E., „<i>Finanțe manageriale</i>”, Editura Economică, București, 1994 • Stephen, R., „<i>Modern Financial Management</i>”, McGraw-Hill, New York, 2008 • Stancu, I., „<i>Finanțe</i>”, Editura Economică, București, 2007 • Ross, S., Westerfield, R., Jaffe, J., Jordon, B. <i>Modern Financial Management</i>, McGraw-Hill, 2008 • Moyer, C.R., McGuigan, J.R., Kretlow, J.W. <i>Contemporary Financial Management</i>, West Publishing Company, 1992 • Bodie, Z., Kane, A., Marcus, A., <i>Essentials of Investments</i> (Sixth Edition) McGraw-Hill, 2007 • Mihai Ristea, <i>Bazele contabilității</i>, Ed Didactică și Pedagogică, București, 2000 		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		

<ul style="list-style-type: none"> • Ratio Analysis. The Du Pont Identity • Net Present Value and Other Investment Rules • Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, and Monte Carlo Simulation • Leasing • Options and Corporate Finance • Cash Management 	It will work in groups of 4-5 students	Students receive electronic and printed materials (the choice of each)
<p>Bibliography:</p> <ul style="list-style-type: none"> • Ross, S., Westerfield, R., Jaffe, J., Jordon, B. <i>Modern Financial Management</i>, McGraw-Hill, 2008 • Stancu, I., Dămian, O., Dragotă, M., Ivănescu, D., Obreja, L., Stancu, D., Vintilă, N., Virban, R. <i>Finanțe. Investiții directe și finanțarea lor</i>. Editura Economică, București, 2003 • Anghelache, G., <i>Piața de capital: Caracteristici, Evoluții, Tranzacții</i>, Editura Economică, București, 2004 • Bodie, Z., Kane, A., Marcus, A., <i>Essentials of Investments</i> (Sixth Edition) McGraw-Hill, 2007 • Gheorghe Militaru, <i>Management financiar. Aplicații</i>, Editura Politehnica Press, București, 2013 		

3. MANAGEMENT INFORMATION SYSTEMS

8.1 Course	Teaching methods	Observations
Basic concepts related to information systems	Lecture,	4 hours
Types of management information systems (MIS)	Lecture, case study	10 hours
Design / use / application development of MIS	Lecture, case study	10 hours
Basic concepts of business process management and how it can be optimized by using ICT	Lecture, debate	4 hours
<p>Bibliography</p> <ol style="list-style-type: none"> 1. Dascalu, M.I. – Lecture notes, http://mariaiulianadascalu.com/ 2. Laudon, Kenneth C., Laudon, J.P., Elragal, A.A. – Management Information Systems-Managing the digital firm, Pearson, 2013 3. Andrew Stellman, Jennifer Greene - Applied Software Project Management, O'Reilly, 2008 4. Laudon, Kenneth C., Laudon, J.P.- Essentials of Management Information Systems, Prentice Hall, 2012 5. Association of Business Process Management Professionals (ABPMP) Business Process Management Common Body of Knowledge (CBOK) 6. Alan McSweeney, “Introduction to Business Process Management”, 2010 		

7. M. Staron, W. Meding, “Ensuring Reliability of Information Provided by Measurement Systems”, Ericsson		
8. M. Staron, “Software Leadership and Quality Assurance”, Gothenburg University, 2010		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
Software for business process management – ADONIS presentation	Demo	2 hours
Business process modeling in ADONIS	Demo	2 hours
Business process simulation in ADONIS	Demo	2 hours
Project work in teams	Exercise	8 hours
Bibliography		
1. Dascalu, M.I. – Lecture notes, http://mariaiulianadascalu.com/		
2. Adonis-user manual		

4. EVENT DRIVEN DYNAMIC SYSTEMS

8.1 Course	Teaching methods	Observations
Dynamic Systems; Discrete Event Examples; Untimed DES	Lecture, video projection	2 hours
Markov Chain Models	Lecture, video projection	2 hours
Petri Nets	Lecture, video projection	2 hours
P/T Nets	Lecture, video projection	2 hours
Max - Plus Algebra Representation of DES	Lecture, video projection	2 hours
Business Process Management	Lecture, video projection	2 hours
Discrete Modeling and Simulation	Lecture, video projection	2 hours
Discrete Simulation - Arena	Lecture, video projection	2 hours
Discrete event systems and its applications- Game Theory	Lecture, video projection, games	2 hours
Game Theory – Games in Economy	Lecture, video projection	2 hours
Game Theory – Economy Structure	Lecture, video projection	2 hours
Discrete event systems and its applications- Auctions	Lecture, video projection	2 hours
Auctions 2 – Electronic Auctions and Games	Lecture, video projection, games	2 hours
Recap; Discussions	Lecture, video projection	2 hours
Bibliography		
• Lectures from Moodle http://fils.curs.pub.ro		
• Paul Cristea, "Discrete Event Systems", capitol in Wiley Encyclopedia of Electrical and Electronics Engineering, vol.5, John Wiley & Sons, Inc, New York , pp.612-632		

<ul style="list-style-type: none"> • Discrete-Event System Simulation (5th edition), Jerry Banks, John S. Carson II, Barry L. Nelson, David M. Nicol, 2013, Pearson • Modeling and Simulation of Discrete Event Systems, Byoung Kyu Choi, DongHun Kang, 2013, Wiley • P. Cristea, B. Păvăloiu, Discrete event dynamic systems modeling using artificial neural networks, Revue Roumaine des Sciences Techniques, Série Électrotechnique et Énergétique, ISSN: 0035-4066, 45, no. 1/2000, pp. 75-90; 		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
• Markov Chains	Models and simulations in Excel	2 hours
• Petri nets	Models and simulations in Excel and Pipe	2 hours
• Petri nets	Models and simulations in Pipe	2 hours
• Arena	Simulations in Arena	2 hours
• Arena	Simulations in Arena	2 hours
• Game Theory	Games played in class	2 hours
• Auction	Games played in class	2 hours Accent on game theory
Bibliography <ul style="list-style-type: none"> • Simulation Modeling and Arena, Manuel D. Rossetti, John Wiley & Sons, 2016 • Simulation Modeling and Analysis with ARENA, Benjamin Melamed, Elsevier, 2007 • Modeling and Simulation of Discrete Event Systems, Byoung Kyu Choi, DongHun Kang, 2013, Wiley • Discrete-Event System Simulation (5th edition), Jerry Banks, John S. Carson II, Barry L. Nelson, David M. Nicol, 2013, Pearson 		

5. INTERNATONAL TRADE AND TRANSACTIONS

8.1 Course	Teaching methods	Observations
1. Introduction to international trade. Globalization and free trade. Costs and benefits of globalization. Costs and benefits of free trade. The role of developing countries in global trade. Recent trends and changes in the global economy.	Lecture, class debate	4 hours
2. Legal framework of international trade on a national and international level. Steps in order to be able to conduct international trade. Foreign trade mechanism. Trade policy of Romania. Tariff trade policy. Non - tariff trade policy. Promotional and exports - incentive trade policy.	Lecture, class debate	4 hours
3. Export strategy. Foreign entry modes. Export. Direct export – advantages and disadvantages. Main types of direct export. Indirect export – advantages and disadvantages. Main types of indirect export. Maximizing profits: offshore companies and tax heavens for companies and individuals.	Lecture, class debate	4 hours
4. The international trade contract. Types of contracts. Characteristics of international contracts. Marking and packaging terms. Terms referring to the quality of goods. International delivery terms - INCOTERMS	Lecture, class debate	4 hours

2010. International transports and logistics. Payment terms. Methods of payment. Payment instruments.		
5. Multicultural negotiations of contracts. Inter- and intra-groups negotiations. Negotiators' profile in multicultural contexts. Multicultural negotiation teams.	Lecture, class debate	4 hours
6. Risks in international trade transactions. Risk assessment and evaluation. The risk index. Types of risks in international trade.	Lecture, class debate	4 hours
7. International business financing and investments. Transnational corporates. Financing techniques.	Lecture, class debate	4 hours
Bibliography 1. Baicu, Mariana – Management of International Trade, Ed. Fundatiei Romania de Maine, 2007. 2. Ciobanu, Gheorghe et al. – International Economic Trade, Ed. Ardealul Cluj Napoca. 3. Feenstra, Robert - Advanced International Trade: Theory and Evidence, University of California, Davis, and National Bureau of Economic Research, 2012. 4. RBS – Guide to International Trade, 2016. 5. United Nations - Manual on Statistics of International Trade in Services, 2017. 6. Websites of major organizations and agreements for international trade, such as: World Trade Organization (WTO) - http://www.wto.org/ , European Treaties (EUR-lex) - http://eur-lex.europa.eu/ etc. 7. Weiss, Kenneth D. - Building an Import/Export Business - Revised and Expanded Edition, John Wiley and Sons, Inc.		
8.2 Seminar	Teaching methods	Observations
1. Analysis of the main countries profiles in international world trade	Case studies, debates	2 hours
2. Import and export structure	Case studies, debates	2 hours
3. Dynamics of trading	Case studies, debates	2 hours
4. Current trends and forecasts in global international trade	Case studies, debates	2 hours
5. International negotiation strategies and techniques	Case studies, debates	2 hours
6. International contracts terms and conditions. Contract clauses.	Case studies, debates	2 hours
7. Techniques to prevent and protect against risk. Contractual techniques. Extra-contractual methods and techniques.	Case studies, debates	2 hours
Bibliography 1. Baicu, Mariana – Management of International Trade, Ed. Fundatiei Romania de Maine, 2007. 2. Ciobanu, Gheorghe et al. – International Economic Trade, Ed. Ardealul Cluj Napoca. 3. Feenstra, Robert - Advanced International Trade: Theory and Evidence, University of California, Davis, and National Bureau of Economic Research, 2012. 4. RBS – Guide to International Trade, 2016. 5. United Nations - Manual on Statistics of International Trade in Services, 2017.		

6. Websites of major organizations and agreements for international trade, such as: World Trade Organization (WTO) - <http://www.wto.org/>, European Treaties (EUR-lex) - <http://eur-lex.europa.eu/> etc.
7. Weiss, Kenneth D. - Building an Import/Export Business - Revised and Expanded Edition, John Wiley and Sons, Inc.

6. SCIENTIFIC AND PRACTICAL RESEARCH 1

8.1 Course	Teaching methods	Observations
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory	Teaching methods	Observations
8.4 Research	Teaching methods	Observations
<ul style="list-style-type: none"> The chosen research subject 	Student-adviser discussions	Periodic meetings
Bibliography <ul style="list-style-type: none"> Proposed by the adviser Proposed by the student, approved by the adviser 		

Year 1, sem 2

1. STRATEGIC MANAGEMENT

8.1 Course	Teaching methods	Observations
Course introduction. The process of strategic management <ul style="list-style-type: none"> Definitions and concepts. Strategic management process 	Lectures and PPT presentations by the course holder and in-class discussions	
Situation analysis <ul style="list-style-type: none"> External environment analysis: macro-environment, industry analysis. Internal environment analysis: resources, capabilities 		
Strategy formulation <ul style="list-style-type: none"> Setting Strategic Direction: vision, mission and long-term objectives Corporate Strategies Methods for analyzing corporate diversification Business Strategies 		

<ul style="list-style-type: none"> Techniques for formulating and selecting strategies 		
Strategy implementation <ul style="list-style-type: none"> Annual objectives; Policies; Resource allocation; Matching organization structure with strategy; Linking performance and reward with strategy; Managing resistance to change; Creating strategy supportive organizational culture 		
Strategy evaluation <ul style="list-style-type: none"> The Balanced Scorecard 		
Strategy issues in international businesses		
Bibliography <ul style="list-style-type: none"> C. Popescu, <i>Course notes and presentations</i> F.R. David, <i>Strategic Management. Concepts and cases</i>, 13th ed., Prentice Hall, 2011 (available online) A. A. Thompson & A. J. Strickland, <i>Strategic Management. Concepts and Cases</i>, 4th Ed., IRWIN, Homewood, Illinois, 1987 L. W. Rue & P.G. Holland, <i>Strategic Management. Concepts and Experiences</i>, 4th Ed., McGraw-Hill Book Co., 1986 Cristian-Aurelian Popescu, <i>Management Internațional - Notițe de curs</i>, Ed. PRINTECH, București, 2008, ISBN - 978-973-718-972-1 Cristian-Aurelian Popescu, <i>Managementul IMM-urilor</i>, Ed. PRINTECH, București, 2007, ISBN – 978-973-718-840-3 Lucia Sandovici, Cezar Scarlat, coordonatori, Cristian Popescu ș.a., <i>International Business – Preprints of the International Business Seminars</i>, Ed. PRINTECH, București, 2001, Vol. 6, ISBN 973-652-489-2 		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
<ul style="list-style-type: none"> Analyzing a case study Practicing strategic management via case studies analysis and presentations 	<ul style="list-style-type: none"> PPT presentation on how to analyze a strategic management case study PPT presentations of analyses of assigned case studies and in-class discussions 	
Bibliography <ul style="list-style-type: none"> C. Popescu, <i>Notes and PPT on case study analysis and presentation</i> Harvard Business School strategic management case studies provided by course holder 		

2. NUMERICAL METHODS FOR ECONOMIC SYSTEMS

8.1 Course	Teaching methods	Observations
Mathematical Modeling, Numerical Methods & Problem Solving	Lecture	2 hours
MatLab Fundamentals	Lecture	4 hours
Linear Systems (Gauss Elimination, LU factorization, Matrix Inverse, Iterative methods, Eigenvalues). Linear Systems in Economics	Lecture	4 hours
Nonlinear Equations Solving and Optimization	Lecture	2 hours
Optimization in Economics	Lecture	2 hours
Curve fitting (Linear Regression, General Linear and Non-linear Least Squares Regression)	Lecture	2 hours
Integration and Differentiation	Lecture	2 hours
Curve Fitting in Economics.	Lecture	2 hours
Ordinary Differential Equations	Lecture	2 hours
Monte Carlo Simulation	Lecture	2 hours
Bibliography		
<ul style="list-style-type: none"> • Paolo Brandimarte, Numerical Methods in Finance and Economics: A MATLAB-Based Introduction, second edition, Wiley Interscience, 2006 • Kenneth L. Judd, Numerical Methods in Economics, MIT Press, 1998. • Steven C. Chapra, Applied Numerical Methods with MatLab® for Engineers and Scientists, 4th Edition, McGraw-Hill Education, 2018 • John Miller, David Edelman, John Appleby (Eds.), Numerical Methods for Finance, Chapman and Hall/CRC, 2008 • Robert Nurnberg, Numerical Methods for Finance, Lecture Notes, Imperial College London • Pierre Chausse, Numerical Methods for Economists, Lecture Notes, University of Waterloo 		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
Matlab Fundamentals	Laboratory	6 hours
Linear Systems	Laboratory	2 hours
Roots and Optimization	Laboratory	2 hours
Curve fitting	Laboratory	2 hours
Ordinary Differential Equations	Laboratory	2 hours
Bibliography		
<ul style="list-style-type: none"> • Steven C. Chapra, Applied Numerical Methods with MatLab® for Engineers and Scientists, 4th Edition, McGraw-Hill Education, 2018 • Paolo Brandimarte, Numerical Methods in Finance and Economics: A MATLAB-Based Introduction, second edition, Wiley Interscience, 2006 		
8.4 Project		
Introduction, problem types, solution types, including Monte-Carlo	Project/Laboratory	4 hours
Assistance and assessment for the project	Project	10 hours

3. DATA AND SIGNAL PROCESSING FOR BUSINESS

8.1 Course	Teaching methods	Observations
1. Signals and Data Analysis	Lecture	2 hours
2-4. Python	Lecture	6 hours
5. Probabilities and Statistics	Lecture	2 hours
6. Modeling and Monte Carlo Simulation	Lecture	2 hours
7-9. Economic models	Lecture	6 hours
10. Econometrics	Lecture	2 hours
11. Inferential Statistics	Lecture	2 hours
12-13. Data and Signal Processing	Lecture	4 hours
14. Box-Jenkins Methodology	Lecture	2 hours
Bibliography		
<ul style="list-style-type: none"> • Lectures from Moodle http://fils.curs.pub.ro • Computational Economics- A concise introduction, Oscar Afonso and Paulo B. Vasconcelos, Routledge, 2016 • Financial Econometrics, Peijie Wang, (2nd Ed.), Rutledge, 2009 • Introductory Econometrics for Finance, Chris Brooks, (2nd edition), Cambridge University Press, 2008 • Python for Data Analysis, Wes McKinney, O'Reilly, 2013 • Linear dynamical models, Kalman filtering and statistics 		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
• Python: Variables and Data Types, Containers, Arrays, Numpy Package	Programming in Lab	2 hours
• Python: Advanced Arrays, Scipy Package	Programming in Lab	2 hours
• Python: Flow Control, Plotting, Matplotlib Package	Programming in Lab	2 hours
• Python: Input and Output, Pandas Package	Programming in Lab	2 hours
• Data and Signal Processing. Filtering.	Programming in Lab,	4 hours
• Kalman Filters	Programming in Lab	4 hours
• Economic Models	Models+Simulation+Analysis	6 hours
• Econometrics. Statistics	Models+Simulation+Analysis	2 hours
• Box-Jenkins Methodology	Models+Simulation+Analysis	4 hours
Bibliography		
<ul style="list-style-type: none"> • Quantitative Economics with Python, Thomas Sargent and John Stachurski, 2016 • Python for Data Analysis, Wes McKinney, O'Reilly, 2013 • Mastering Python Data Analysis, Michael Heydt, Packt Publishing, 2016 • Introduction to Python for Econometrics, Statistics and Data Analysis (3rd Edition), Kevin Sheppard, 2018 		

4. BUSINESS CULTURAL MODELS AND DIVERSITY MANAGEMENT

8.1 Course	Teaching methods	Observations
1.Introductions, Course Overview, Theoretical Underpinnings of Diversity, Dimensions of Diversity	Courses, Power point presentations	
2. Changing Demographics, Organizational Culture	Courses, Power point presentations	
3. Organizational Structures & Systems; Policy & Practice	Courses, Power point presentations	
4. Multiculturalism and barriers for global deal making	Courses, Power point presentations	
5.Negotiation models, evaluating the models steps for preparing global deal making	Courses, Power point presentations, Best Practice examples	
6. Principles for global negotiation	Courses, Power point presentations	
7. Strategies for negotiation in international contracts	Courses, Power point presentations, Best practice examples	
8. American Business models. Working with Americans	Courses, Power point presentations	
9. Latino American Business models. Working with Latino Americans	Courses, Power point presentations	
10. Asian Business models. Working with Asians	Courses, Power point presentations	
11. European Business models. Working with Europeans	Courses, Power point presentations	
12.Mending international deals	Courses, Power point presentations	
13. Inclusive Corporate Cultures	Courses, Power point presentations	

Bibliography:

1. Acuff Frank L. 2008, How to Negotiate Anything with Anyone Anywhere Around the World, Third Edition, American Management Association, AMACOM Editorship
2. Burdus Eugen, Management comparat internațional
- 3.Cox, T., Jr., 2001, Creating the Multicultural Organization A Strategy for Capturing the Power of Diversity , A University of Michigan Business School Series Book
4. Chang Lieh-Ching, 2006 , Differences in Business Negotiations between Different Cultures, The Journal of Human Resource and Adult Learning
5. Graham John L.; Mintu Alma T.; Rodgers Waymond, Explorations of Negotiation Behaviors in Ten Foreign Cultures Using a Model Developed in the United States, MANAGEMENT SCIENCE/Vol. 40

6. Harvey, Carol and Allard, June M., 2012, Understanding and Managing Diversity, Readings, Cases and Exercises
7. Moss, G 2011, Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke
8. Salacuse Jeswald W. 2003 - The Global Negotiator: Making, Managing and Mending Deals Around the World in the Twenty-First Century Society for Human Resource Management Reports
9. Yu-Te Tu A Comparison on Intercultural Business Negotiations of Asia's Four Little Dragons *International Journal of Business and Social Research (IJBSR), Volume -3, No.-4, April, 2013*
10. Marion Keil, Badrudin Amershi, Stephen Holmes, Hans Jablonski, Erika Lüthi, Kazuma Matoba, Angelika Plett and Kailash von Unruh, 2007, Training Manual for Diversity Management (International Society for Diversity Management – idm)
11. Galdo M.E, Nielsen J., 1996, International User Interfaces, Wiley Computer Publishing
12. Kenneth R. Ahern, Daniele Daminelli, Cesare Fracassi, 2012, *Lost in translation? The effect of cultural values on mergers around the world*, Journal of Financial Economics (2012), <http://dx.doi.org/10.1016/j.jfineco.2012.08.006>
13. Li, K., Griffin, D., Yue, H., Zhao, L., 2011. *National culture and capital structure decisions: evidence from foreign joint ventures in China*. Journal of International Business Studies 42, 477–503.
14. Sylvie Chevrier, Michael Viegas-Pires 2013, *Delegating effectively across cultures*, Journal of World Business 48, 431–439
15. Ingmar Geiger, Jennifer Parlamis, 2014, *Is there more to email negotiation than email? The role of email affinity*, Computers in Human Behavior 32, 67–78
16. Robert Wilken, Frank Jacob, Nathalie Prime 2013, *The ambiguous role of cultural moderators in intercultural business negotiations*, International Business Review 22, 736–753
17. Swee-Hoon Chuah, Robert Hoffmann, Jeremy Larner 2014, *Chinese values and negotiation behaviour: A bargaining experiment*, International Business Review 23, 1203–1211
18. Florian Bauer, Kurt Matzler, Stefan Wolf, 2014, *M&A and innovation: The role of integration and cultural differences— A central European targets perspective*, International Business Review
19. Andrew Barron, (2011), *Exploring national culture's consequences on international business lobbying*, Journal of World Business 320–327

8.2 Seminar	Teaching methods	Observations
8.3 Laboratory		
Case studies on each topic of the course	Case studies, Examples of good practice, discussion on certain negotiation tactics	
Mending a deal		

Bibliography:

- Harvey, Carol and Allard, June M., 2012, Understanding and Managing Diversity, Readings, Cases and Exercises, Prentice Hall
- Roger Moser, Thorsten Migge, Martin Lockstroem, Jessica Neumann, 2011, *Exploring Chinese cultural standards through the lens of German managers: A case study approach*, IIMB Management Review 23
- Berger, R., et al. *Analyzing business-to-business relationships in an Arab context*. Journal of World Business (2014), <http://dx.doi.org/10.1016/j.jwb.2014.08.004>

5. SCIENTIFIC AND PRACTICAL RESEARCH 2

8.1 Course	Teaching methods	Observations
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory	Teaching methods	Observations
8.4 Research	Teaching methods	Observations
• The chosen research subject	Student-adviser discussions	Periodic meetings
Bibliography <ul style="list-style-type: none"> • Proposed by the adviser • Proposed by the student, approved by the adviser 		

Year 2, sem 1

1. TECHNOLOGY ENTREPRENEURSHIP

8.1 Course	Teaching methods	Observations
Introduction in and basics of Technology Entrepreneurship	Presentations, discussions, examples and case studies	
The Entrepreneurial process	Presentations, discussions, examples and case studies	
The 4 phases of Entrepreneurial Venture	Presentations, discussions, examples and case studies	
The Value of Failure	Presentations, discussions, examples and case studies	
The Business Plan	Presentations, discussions, examples and case studies	
Venture and Growth Capital	Presentations, discussions, examples and case studies	
Validating and Implementing a new business: The Four Steps to the Epiphany	Presentations, discussions, examples and case studies	
Bibliography <p>Blank, Steven Gary (2007): The Four Steps to the Epiphany: Successful Strategies for Products that Win, Caferess.</p> <p>Lewis, Richard D. (2006): When Cultures Collide. Leading across Cultures. 3rd Edition, Nicholas Brealey International.</p> <p>Hill, Charles W. L., Jones Gareth R. (2004): Strategic Management an integrated approach, Houghton Mifflin Company, Boston.</p> <p>Amelingmeyer, Jenny, Harland, Peter (Eds.) (2005): Technologiemanagement & Marketing. Herausforderungen eines integrierten Innovationsmanagement. Deutscher Universitäts-Verlag, Wiesbaden.</p>		
8.2 Seminar	Teaching methods	Observations

8.3 Laboratory		
Complex decision making with old and new products, marketing, human resource management, financing	Business Simulation game	
Bibliography		
Topsim: General Management Simulation Handbook		

2. PROJECT MANAGEMENT

8.1 Course	Teaching methods	Observations
1. Introduction. Course structure. Evaluation. Project typology. Project vs. Organization	Lecture, examples, cases - interactive	
2. Project lifecycle Stages. EU-funded projects. <i>Project Cycle Management</i>	Aiding audio-video equipment	
3. Project management principles Principles. Concurrent / parallel engineering.	Course support □.ppt slides	
4. Logical Framework Approach Origins. Steps. Analysis and design		
5. Project matrix Matrix elements. Indicators.		
6. Project risk analysis External factors. Risk analysis and management		
7. Project management Project team and project manager. Cost of the project management		

8. Project budget Project cost. Project funding. Efficiency, effectiveness, durability, sustainability		
9. Ex-ante evaluation Evaluation criteria and grids. Ethics principles		
10. Project implementation Models and methods. Implementation plans □activities, resources. Optimization. Information technology for project management		
11. Project monitoring Monitoring procedures. Reporting in projects		
12. Ex-post evaluation Evaluation of project results and impact. Project audit		
Bibliography Belbin, R.M. <i>Management Teams: Why They Succeed or Fail</i> . Heinemann Professional Publishing, 1981. Reprinted 2003. Third Edition, Butterworth-Heinemann, 2010. Bentley, C. <i>PRINCE 2 – A Practical Handbook</i> . Second Edition. Reprinted 2005. Elsevier. Jenkins, S., Forbes, S., Durrani, T.S. Managing the product development process □Part I: an assessment; Part II: case studies. <i>International Journal of Technology Management</i> , Vol. 13, No. 4, 1997. Lock, D. <i>Project management</i> . Ninth Edition. Gower, 2007. Maylor, H. <i>Project Management</i> . 4th Edition. Financial Times Prentice Hall, Pearson Education Limited, Harlow, England, 2010. Scarlat, C. <i>Managementul proiectelor</i> . Editura Printech, București, 2006, 2013. Scarlat, C. <i>Project Management</i> . Lecture notes. Karel de Grote University College, Antwerpen, Belgium. Scarlat, C. <i>Project Management Skills</i> . Lecture notes. Mikkeli University of Applied Sciences, Finland.		

8.2 Project	Teaching methods	Observations
7 sessions @ 2 hrs each or 4 sessions @ 4 (2) hrs ea. <i>Project structure:</i> Executive summary 1. Background 2. Organization 3. Problem identification 4. Feasibility analysis □possible solutions 5. LFA matrix 6. Implementation plans 7. Risk analysis 8. Project management 9. Project budget 10. Conclusions Appendices	Project development by stages □ biweekly or monthly Group presentations and discussions Adjustable number of team-members	
8.3 Laboratory		
Bibliography NORAD. <i>The Logical Framework Approach (LFA). Handbook for objectives-oriented planning</i> . Fourth Edition. NORAD, Oslo, 1999. PMI. <i>A Guide to the Project Management Body of Knowledge. (PMBOK® Guide)</i> . Fourth Edition. Project Management Institute, Inc. USA. 2008. Scarlat, C. Managementul proiectelor prin metoda abordării logice de ansamblu □ <i>Logical Framework Approach – LFA</i> , în □Asistența pentru inițiativele de dezvoltare economică locală□(K. Little, B. McCarthy [a.]). Manual de instruire pentru consultanți □ manageri. Fundația Internațională de Management - FIMAN, București, 1997.		

3. PREDICTION OF SYSTEM EVOLUTION

8.1 Course	Teaching methods	Observations
Introduction	powerpoint	
Supervised Learning	powerpoint	
Predictive Learning Process	powerpoint	
Unsupervised Learning	powerpoint	
Anomaly Detection	powerpoint	
Dimensionality Reduction	powerpoint	
Recommender Systems	powerpoint	
Bibliography		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory / Project		
Introduction to Machine Learning using RapidMiner	RapidMiner application	
Bibliography		
CS229: Machine Learning, Andrew Ng, Stanford University Machine Learning: A Probabilistic Perspective, Kevin P. Murphy		

4. MODELING OF COMPLEX SYSTEMS

8.1 Course	Teaching methods	Observations
Introduction and objectives	Powerpoint presentation	
Phase transition between order and chaos	Powerpoint presentation	
Critical phenomena. Phase transitions. Power law. SOC	Powerpoint presentation	
Autocatalytic networks	Powerpoint presentation	
Genetic circuits and attractors of spontaneous order	Powerpoint presentation	
Genotype spaces and fitness landscapes. Diminishing returns.	Powerpoint presentation	
Design of organisms and artefacts through search of fitness landscapes	Powerpoint presentation	
Self-organisation and tuning of economical and technological systems	Powerpoint presentation	
Self-organisation and dynamics of companies, economies, and political systems.	Powerpoint presentation	
Self-sustained expansion and unfolding of technological frontiers	Powerpoint presentation	

Integration and formulation of principles of Complexity. Conclusions	Powerpoint presentation	
Agent-based models	Powerpoint presentation	
Bibliography		
<ul style="list-style-type: none"> • Zhang, W.B. (2000). A theory of international trade—Capital, knowledge and economic structures, Berlin: Springer. • Zhang, W.B. (1999). Capital and knowledge-Dynamics of economic structures with non-constant returns. Berlin: Springer. • Yaneer Bar-Yam, Dynamics of Complex Systems, New England Complex Systems Institute, 1997 • John H. Holland, Hidden Order: How Adaptation Builds Complexity, Addison-Wesley, 1996 		
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory and project		
Following the lectures	Coding and simulation of the models	
Bibliography		
The one for the Lecture		

5. SCIENTIFIC AND PRACTICAL RESEARCH 3

8.1 Course	Teaching methods	Observations
8.2 Seminar	Teaching methods	Observations
8.3 Laboratory	Teaching methods	Observations
8.4 Research	Teaching methods	Observations
• The chosen research subject	Student-adviser discussions	Periodic meetings
Bibliography		
<ul style="list-style-type: none"> • Proposed by the adviser • Proposed by the student, approved by the adviser 		

Year 2, sem 2

1. RESEARCH, PRACTICE RESEARCH AND DISSERTATION PREPARATION

2. ETICS