



Investește în oameni!

Proiect cofinanțat din Fondul Social European prin Programul Operațional Sectorial Dezvoltarea Resurselor Umane 2007 – 2013

**„LUCIAN BLAGA” UNIVERSITY OF SIBIU
FACULTY OF ECONOMICS**

**THE INFLUENCE OF EXTRACURRICULAR
ACTIVITIES ON UNIVERSITY MANAGEMENT
PERFORMANCE**

SUMMARY OF THE PHD THESIS

Scientific advisor:

Prof. univ. dr. Emanoil Muscalu

PhD candidate:

Oana Dumitrașcu

SIBIU

2015

Titlul proiectului: „Burse Universitare în România prin Sprijin European pentru Doctoranzi și Post-doctoranzi (BURSE DOC-POSTDOC)”
Cod Contract: POSDRU/159/1.5/S/133255





Investește în oameni!

Proiect cofinanțat din Fondul Social European prin Programul Operațional Sectorial Dezvoltarea Resurselor Umane 2007 – 2013

Acknowledgment

This work was supported by the strategic grant POSDRU/159/1.5/S/133255, Project ID 133255 (2014), co-financed by the European Social Fund within the Sectoral Operational Program Human Resources Development 2007-2013.

Titlul proiectului: „Burse Universitare în România prin Sprijin European pentru Doctoranzi si Post-doctoranzi (BURSE DOC-POSTDOC)”
Cod Contract: POSDRU/159/1.5/S/133255



TABLE OF CONTENTS

SUMMARY	I
ABSTRACT.....	III
INTRODUCTION.....	1
THE FIRST PART. CURRENT STATE OF SCIENTIFIC KNOWLEDGE IN THE FIELD OF UNIVERSITY MANAGEMENT	9
INTRODUCTION.....	9
CHAPTER 1. EPISTEMOLOGICAL APPROACH, CONCEPTUAL ELEMENTS.....	10
1.1. GENERAL MANAGEMENT ELEMENTS WITH IMPLICATIONS IN EDUCATIONAL AND UNIVERSITY MANAGEMENT	10
1.1.1. Management’s definition.....	10
1.1.2. Management’s functions	11
1.1.3. Management’s subsystems	12
1.1.3.1. Informational system	12
1.1.3.2. Organisational system.....	13
1.1.3.3. Decisional system	14
1.1.3.4. Methodological system.....	14
1.2. UNIVERSITY MANAGEMENT	14
1.2.1. Conceptual elements regarding university management.....	14
1.2.2. University management performance.....	16
1.2.3. Extracurricular activities’ management – definition, classification.....	23
1.3. MANAGERIAL FIELDS RELATED WITH EXTRACURRICULAR ACTIVITIES’ MANAGEMENT.....	25
1.3.1. Cultural activities’ management.....	26
1.3.2. Sports management	27
1.3.3. Educational management.....	27

1.3.4. Knowledge management	28
1.3.5. Sustainability management.....	29
1.3.6. Project management	30
1.4. COMPARATIVE MANAGEMENT, TECHNIQUE OF SCIENTIFIC KNOWLEDGE...	30
1.4.1. Comparative management concept.....	31
1.4.2. Necessity of comparative management in general and in particular for the approached field.....	33
1.4.3. Comparative management's objectives	35
1.4.4. Comparative management's models and approaches.....	37
1.4.4.1. Farmer-Richman model.....	37
1.4.4.2. Negandhi-Prasad model.....	38
1.4.4.3. Tung's model	39
1.4.4.4. John Child's model	40
1.4.4.5. Geert Hofstede's approach	41
1.4.5. Types of Comparative Management Studies.....	43
1.4.5.1. Ethnocentric studies.....	43
1.4.5.2. Polycentric studies	44
1.4.5.3. Comparative studies.....	44
1.4.5.4. Geocentric studies.....	44
1.4.5.5. Synergistic studies	44
1.4.5.6. Parochial studies	45
1.4.6. Comparative study and its elaboration steps	45
CHAPTER 2. BIBLIOGRAPHICAL RESEARCH FROM VARIOUS SECONDARY SOURCES EXISTING AT NATIONAL AND INTERNATIONAL LEVEL	47
2.1. STUDIES AND RESEARCHES EXISTING AT NATIONAL LEVEL	47
2.2. EXISTING RESEARCHES IN THE INTERNATIONAL SPECIALTY LITERATURE	54

CHAPTER 3. CONCLUSIONS AND PERSONAL OPINIONS REGARDING THE CURRENT STATE OF SCIENTIFIC KNOWLEDGE IN THE APPROACHED FIELD ...	66
THE SECOND PART. THE SYSTEMIC ANALYSIS OF THE UNIVERSITY MANAGEMENT AND EXTRACURRICULAR ACTIVITIES AS A SUBSYSTEM.....	69
INTRODUCTION.....	69
CHAPTER 4. ANALYSIS ELEMENTS REGARDING THE FUNCTIONING OF THE SYSTEM	72
4.1. ANALYSIS OF THE UNIVERSITY MANAGEMENT PROCESS AND OF ITS COMPONENT SUBSYSTEMS	72
4.1.1. Systemic approach of the organisation.....	72
4.1.2. Methodological-managerial system of an organisation, its importance in achieving performance	73
4.1.3. Components of the organisational environment, their influence on the system's functionality	76
4.2. STUDY CASE: ORGANISATION'S RESOURCES, INPUT ELEMENTS IN THE SYSTEM.....	77
4.2.1. Types of resources	77
4.2.2. Resources of „Lucian Blaga” University Sibiu	78
4.3. ORGANISATIONAL CULTURE, ITS ROLE ON SYSTEM'S PERFORMANCE.....	80
4.3.1. Types of organisational cultures.....	82
4.3.2. Teachers and their organisational culture.....	83
CHAPTER 5. EXTRACURRICULAR ACTIVITIES, COMPONENTS OF THE UNIVERSITY EDUCATIONAL SYSTEM. COMPARATIVE RESEARCHES ROMANIA-GERMANY WITH A ROLE IN HIGHLIGHTING THEIR INFLUENCE IN ACHIEVING PERFORMANCE	84
5.1. PROFILE OF THE ANALYSED UNIVERSITIES	86
5.1.1. Profile of the Romanian universities	86
5.1.2. Profile of the German universities.....	87

5.2. SAMPLE DESCRIPTION	88
5.2.1. Description of the sample analysed in Romania	88
5.2.2. Description of the sample analysed in Germany	90
5.2.3. Comparing samples Romania-Germany.....	91
5.3. STUDENTS' INVOLVEMENT IN EXTRACURRICULAR ACTIVITIES IN UNIVERSITY.....	92
5.3.1. Students' involvement in extracurricular activities in Romania	92
5.3.2. Students' involvement in extracurricular activities in Germany.....	94
5.3.3. Students' involvement in extracurricular activities. Comparison between Romania and Germany.....	97
5.4. SATISFACTION TO THE UNIVERSITY AND THE EXPECTED BENEFITS OF EXTRACURRICULAR ACTIVITIES	98
5.4.1. Satisfaction to the university and the expected benefits of extracurricular activities in Romania	98
5.4.2. Satisfaction to the university and the expected benefits of extracurricular activities in Germany.....	103
5.4.3. Comparative situation Romania – Germany regarding the students' satisfaction to university, in terms of extracurricular activities	109
5.5. EXTRACURRICULAR ACTIVITIES' OFFER IN THE FIELD OF SPORTS.....	110
5.5.1. Extracurricular activities' offer in the field of sports in Romania.....	110
5.5.2. Extracurricular activities' offer in the field of sports in Germany.....	114
5.5.3. Comparison of the extracurricular activities' offers in the field of sports between Romania and Germany	119
5.6. EXTRACURRICULAR ACTIVITIES' OFFER IN THE FIELD OF VOCATIONAL TRAINING	120
5.6.1. Extracurricular activities' offer in the field of vocational training in Romania.....	120
5.6.2. Extracurricular activities' offer in the field of vocational training in Germany.....	123

5.6.3. Comparison of the extracurricular activities' offers in the field of vocational training between Romania and Germany	127
5.7. EXTRACURRICULAR ACTIVITIES' OFFER IN THE CULTURAL AND RECREATIONAL FIELD.....	128
5.7.1. Extracurricular activities' offer in the cultural and recreational field in Romania.....	128
5.7.2. Extracurricular activities' offer in the cultural and recreational field in Germany	130
5.7.3. Comparison of the extracurricular activities' offers in the cultural and recreational field between Romania and Germany.....	133
CHAPTER 6. CONCLUSIONS, RECOMMENDATIONS, PERSONAL OPINIONS REGARDING THE SYSTEMIC ANALYSIS OF UNIVERSITY MANAGEMENT	134
THE THIRD PART. STUDIES REGARDING THE ROLE OF EXTRACURRICULAR ACTIVITIES IN INCREASING UNIVERSITY MANAGEMENT PERFORMANCE	140
INTRODUCTION.....	140
CHAPTER 7. SELECTED RESEARCH BASED ON QUESTIONNAIRE	142
7.1. RESEARCH METHODOLOGY	142
7.2. PRESENTATION OF THE PROPOSED MODEL	144
7.3. DESCRIPTION OF THE ANALYSED UNIVERSITIES	144
7.3.1. Profile of the „Lucian Blaga” University Sibiu.....	145
7.3.2. Profile of the Politehnica University Timișoara.....	145
7.3.3. Profile of the Babeș Bolyai University Cluj.....	145
7.3.4. Profile of the Academy of Economic Studies from Bucharest.....	146
7.3.5. Profile of the Politehnica University from București.....	146
7.4. ANALYSIS OF THE COLLECTED DATA BASED ON UNIVARIATE AND BIVARIATE ANALYSIS	147
7.4.1. Sample description	147
7.4.2. Academic performance of students and the factors influencing it	148

7.4.3. Assessment of student involvement in extracurricular activities	149
7.4.4. Appreciation of the extracurricular offer in the field of sports	157
7.4.5. Assessment of extracurricular activities' offer in the field of vocational training ..	161
7.4.6. Assessment of extracurricular activities' offer in the cultural and recreational field....	
.....	166
7.5. STATISTICAL VALIDATION OF THE PROPOSED MODEL BY MEANS OF	
FACTORIAL ANALYSIS	169
7.5.1. Factorial analysis regarding the factors influencing the academic performance of	
students	171
7.5.2. Factorial analysis regarding the influence of involvement in extracurricular activities	
on developing skills and competencies.....	175
7.5.3. Factorial analysis regarding the factors influencing the attractiveness of the	
university.....	178
7.6. ANALYSIS OF DATA COLLECTED WITH THE AID OF MODELLING	
TECHNIQUE.....	180
7.6.1. Conceptual elements regarding modelling	181
7.6.2. Structural decomposition of extracurricular influence factors from the model	182
7.6.3. Behaviour of extracurricular influence factors from the model	184
CHAPTER 8. CONCLUSIONS, OPINIONS AND RECOMMENDATIONS REGARDING	
THE ROLE OF EXTRACURRICULAR ACTIVITIES IN GROWTH OF UNIVERSITY	
MANAGEMENT PERFORMANCE.....	190
THE FORTH PART. FINAL CONCLUSIONS, OWN CONTRIBUTIONS, FUTURE	
RESEARCH DIRECTIONS	193
CHAPTER 9. GENERAL SYNTHESIS OF THE FINAL CONCLUSIONS, OWN	
CONTRIBUTIONS AND RECOMMENDATIONS	193
CHAPTER 10. SUMMARY OF ORIGINAL CONTRIBUTIONS AND FUTURE	
RESEARCH DIRECTIONS	201
10.1. ORIGINAL CONTRIBUTIONS	201
10.2. EXPLOITATION OF THE RESEARCH RESULTS.....	202

10.3. FUTURE RESEARCH DIRECTIONS.....	204
ACKNOWLEDGMENT	206
BIBLIOGRAPHICAL REFERENCES	207
GLOSSARY.....	V
LIST OF ABBREVIATIONS	XIII
LIST OF FIGURES	XIV
LIST OF TABLES	XXII
APPENDICES	XXIII

KEYWORDS

Higher education, university management, extracurricular activities, managerial performance, influence factors, comparative management, modelling.

INTRODUCTION

One of the important objectives of the university management is to highlight the human resources' performances, making them the most important production factors, human capital being the most precious resource of any organisation.¹

The mission of higher education is to generate and transfer knowledge to society through initial and continuing training at university level, scientific research, development, innovation and technology transfer.

In full accordance with the above mentioned, are also the ideas formulated by Georg Simmel, whereby the university, as part of the knowledge-based economy plays a vital role in the exchange of values and knowledge, presenting differences from classical economy, based on the exchange of goods.²

Thereby, resulting are the main **arguments regarding the need to approach this field**, belong the fact that studies that have as objective the modernisation of university management and the alignment of Romanian universities to European standards and labour market's requirements represent a priority for all stakeholders: Ministry of Education and Research, universities and the whole society as a direct beneficiary of educational products.

In order to train students in line with labour market needs, to increase their academic results and the development of their motivation to study and thereby to increase the university management performance, studies regarding students' integration in the academic environment and researches with the aim of changing, training and developing of the student community are proving to be very useful.

In this regard, along with researches strictly related to curricular educational management, studies in the field of extracurricular activities are of particular importance. These studies try to prove according to the research hypotheses, that activities of this type, especially those in the field of career guidance help students increase their study motivation, integrate in the academic or business environment and thus improve their academic results. They also facilitate the improvement of the attractiveness of the geographical area where the university is located and hence the community contentment.

The elements set out above, represent the main pillar around which the entire thesis' edifice emerges, scientific approach through which we seek to verify the validity of the hypothesis through which extracurricular activities have a positive effect on performance. Items related to the hypothesis, as the increase of university educational demand, study offer determined including by the attractiveness of the area, community contentment, increase of students' academic

¹ Todericiu R., Șerban A., Dumitrașcu O., *Particularities of knowledge workers' motivation strategies in Romanian organizations*, Procedia Economics and Finance Volume 6, 2013, Pages 405–413, [accessed on: 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S221256711300155X>

² Marga, A., *Cultură, democrație, modernizare*, București, Editura Institutului Cultural Român, 2012, p. 64

performance on one hand and the university management on the other hand are interconditioned and are also required to be studied, including the fact that in their mix they seem to have a synergistic effect.

Summarizing the whole argumentation, including the one arising from an extensive bibliographic research in the field concerned but also in related areas, we can state that the **necessity, topicality, utility and importance of approaching this field** derives from:

- Certain deficiencies regarding the development of specialty literature in this field;
- Poor development of specific studies regarding the correlations between university management performance – university’s attractiveness - academic performance of students - skills’ and competencies’ development of students leading to integration in the economic environment - involvement in extracurricular activities;
- Need to enhance the Romanian universities’ attractiveness by taking certain customary practices from German higher education and beyond, capturing some similarities or differences between Romanian and German universities;
- To ensure the balance between theory and practice in the Romanian higher education;
- Need to increase the quality of Romanian higher education and students’ academic performance;
- Requirement for students to acquire practical skills and competencies in order to facilitate their further integration in the socio-economic environment;
- Need to increase students’ satisfaction regarding the act of learning and study atmosphere.

Another argument of the necessity and topicality of the approached subject, entitled “The influence of extracurricular activities on university management performance” is that it contributes to the development of the doctoral field, falling under and bringing contributions in **the priority domain C.N.C.S.I.S. no. 9: “Cercetare socio-economică și umanistă”** (Socio-economic and humanistic research), research direction **9.1 “Noi metode manageriale, de marketing și dezvoltare antreprenorială pentru competitivitate organizațională”** (New methods of management, marketing and entrepreneurship development for organisational competitiveness) and research direction **9.2 “Calitatea educației”** (Quality of education). The theme also fits within the objectives of the program **“Parteneriate în domeniile prioritare”** (Partnerships in priority areas), component of the **National Plan for Research, Development and Innovation II**³, and of the strategy **“Europa 2020 – O strategie europeană pentru creștere inteligentă, durabilă și favorabilă incluziunii”** (Europe 2020 – An European strategy for a smart, sustainable and inclusive growth), launched by the European Commission.⁴

The proposed research subject is very topical and fits to the research directions of Sibiu Doctoral School of Management, as well to the scientific concerns of the doctoral supervisor, Prof. Univ. Dr. Ec. Emanoil Muscalu, demonstrated by publications in this field of research.^{5,6,7}

³ Centrul național de management programe – CNMP, *Programul 4- Parteneriate în domeniile prioritare*, [accessed on 22.06.2015]. Available under: http://www.cnmp.ro:8083/pncdi2/program4/documente/CNMP_Prezentare.pdf

⁴ * * *, *Strategia Europa 2020 și Semestrul European*, [accessed on 22.06.2015]. Available under: <http://europedirect.centras.ro/europa-2020-si-semestrul-european-1.html>

⁵ Muscalu E., *Strategii universitare*, București, Ed. Eficient, 2001

⁶ Muscalu E., *Management general*, Sibiu, Ed. Universității “Lucian Blaga” din Sibiu, 2003

⁷ Muscalu E., *Fundamentele managementului*, Sibiu, Ed. Univ. “Lucian Blaga” Sibiu, 2007

The **central objective** of the thesis is the analysis of the extracurricular activities' influence on the university management performance, with the aim of bringing real contributions in terms of increased quality of university management through diversification of the extracurricular activities' offer within universities, with effect on managerial performance growth. As **general objectives** we can distinguish the following:

- Analysis of the current state of scientific knowledge in the field of university management performance;
- Analysis of the university system functionality;
- Determination of the similarities and differences regarding the effect of extracurricular activities on the attractiveness of the study location, academic performance, graduates integration in the economic environment and the managerial performance;
- Analysis of the extracurricular activities' offer in some Romanian universities and observing their influence on students' performance and university's attractiveness, with effect on university management performance.

Considering the extracurricular activities' influences on the act of learning, students' satisfaction, their performance, skills and competences acquisition and on the university's attractiveness, the research is based on the following hypotheses:

Table 1.1. Research hypotheses

Nr.	Hypothesis
1.	Managerial performance increases with increasing students' involvement in extracurricular activities - hypothesis which determines the vertical logic of the PhD thesis.
2.	The involvement in extracurricular activities depends on the university's offer, its promotion and involvement of university management.
3.	The involvement in extracurricular activities increases the attractiveness of the study location and thus an increase in demand for university education.
4.	The involvement in extracurricular activities brings benefits to students both socially and personally and helps to their socio-economic integration, with a positive role on the educational outcome.
5.	University management is more facile, performing, efficient and effective when it is performed in an environment in which the culture of students' involvement in extracurricular activities is developed.
6.	The involvement in extracurricular activities increases students' academic performance.

With the objective of increasing the veracity of the research's results, the research methodology that will be used in the paper will be very diverse, meaning that along with the bibliographic research also used will be selective research based on questionnaire method, comparative management method, modelling method and also univariate, bivariate and multivariate analysis method.

The bibliographic research of exploratory type, from secondary sources, is a faster and less costly method, which entails the use of available data from different sources. Along with books,

scientific papers, research reports, also consulted will be informative materials, promotion and information leaflets, brochures in the field of extracurricular activities and Internet sites. Secondary data thus facilitates understanding the issues from the field concerned and the development of procedures and methods of collecting primary data.

As primary research methodology the questionnaire technique is chosen, of quantitative, descriptive type, aimed at testing hypotheses and examining the relationships between different variables, ensuring consistency of the results and their veracity. Through the questionnaire, consisting of clear and concise questions, open or closed, as appropriate, data will be collected from respondents, in this case students. The collected data are then analysed using SPSS statistical software and certain influences will be analysed using statistical tools and using Weka software. In univariate analysis variables will be analysed individually and bivariate analysis will deal with the relationship between two variables. Multivariate analysis includes the analysis of relations between several variables. Using Weka that rely on machine learning algorithms of Data Mining, enables the extraction of information or knowledge from large data sets with the aim of finding new relations to facilitate their usefulness. By means of modelling technique such information or knowledge can be extracted and new relationships between the different factors underlying the forecasts and establishing certain influences can be found.

Regarding the comparative method, with the role of analysing the functionality of the subsystems related to extracurricular activities and also of piloting the study extended in the third part, the first research of this thesis will focus on two countries, Romania and Germany. It will use international comparative management methods, looking to identify similarities and differences regarding extracurricular activities between the two cultures, considering that no culture is dominant, in accordance with the methodology of comparative studies. The study will have a polycentric character that fills the ethnocentric study, with the emphasis on what is specific and not similar.

From the structural point of view, the work is composed of four parts: I. The current state of scientific knowledge in the field of university management, II. Systemic analysis of university management, III. Studies regarding the role of extracurricular activities in increasing the university management performance and IV. Final conclusions, own contributions and future research directions. In order to systematically achieve the proposed objectives, the four parts in turn are composed of ten chapters, each with a clearly defined role in the logical construction of the thesis.

THE FIRST PART. CURRENT STATE OF SCIENTIFIC KNOWLEDGE IN THE FIELD OF UNIVERSITY MANAGEMENT

Objectives

- Defining the conceptual elements of the approached field and observing the perception and opinion differences of various authors;
- Realisation of a bibliographical research in recent national and international literature, in order to identify certain gaps in research, insufficient and ineffective approaches in terms of scientific knowledge and to identify potential solutions to the problems identified.

The general objective of this part is to highlight the current state of scientific knowledge in the field of university management performance and the specific objectives are presented in the previous box.

The analysis of the current state of scientific knowledge in the concerned field, as a distinct research stage, is a necessity, facilitates knowledge in the approached field through its examiner role regarding the eventual vacuum of knowledge, identifies niches and potential research directions that were not approached yet and is constituted as the basis of future research in this thesis. Specifically, based on an extensive bibliographic research through various secondary sources, in the first chapter entitled **“Epistemological approach, conceptual elements”** was originally developed the analysis of terms, concepts, definitions related to the field approached, but also the current state of knowledge in the field of general management with implications in university management and the specific terminology regarding the university management, extracurricular activities management and their related areas. Comparisons of different opinions and own opinions were also exposed. Of particular importance are the research of concepts, typology studies and analysis of comparative management models, as a methodology used in this thesis. From the models and theoretical approaches of comparative management presented, were selected those approaches that are appropriate for further research and analysis of university system and its management.

In Chapter 2, entitled **“Bibliographical research from various secondary sources existing at national and international level”**, as a second bibliographical research stage, different national, international studies and papers were analysed. Also the systemic analysis of the university management as approached, with the analysis’ orientation to extracurricular activities and their influence on university management performance growth, using for exemplification the real environment offered by the research cases. Within these, the most visible direction that wasn’t tackled so far will be studied, the one related to the correlations between extracurricular activities - academic performance - the supply / demand of study - the attractiveness of the study location – students’ motivation.

As a summary of the undertaken research, in Chapter 3, **“Conclusions and personal opinions regarding the current state of scientific knowledge in the approached field”** problems have been identified, discrepancies of views and different approaches regarding the current state of knowledge. Also the typology, orientation of specific studies from the specialty

literature and the causes and effects have been analysed. As own contributions possible solutions to problems have been identified in order to fill any gaps.

We can thus conclude that this part of the thesis reveals that the main problem of knowledge in this field is an insufficiently literature focused on university management. This constitutes the starting point of the objectives' and means' development with a remedy role of the problem identified. This remedy is necessary because the identified problem can lead to low academic performance, to a vacuum of knowledge in this field and to a not conform managerial culture in the university environment. The university's reputation, academic staff's motivation, academic performance of students and their satisfaction can thus be negatively influenced.⁸

We conclude that the objectives of the first part of the thesis were achieved, succeeding with the analysis of the current state of scientific knowledge and conceptual elements. The consultation on numerous bibliography sources, studies and researches in the field has led to the identification of problems, causes, effects and hypothetical solutions. This part of the thesis is the basis of future research, which will focus on the study of the functionality of the university system.⁹

THE SECOND PART. THE SYSTEMIC ANALYSIS OF THE UNIVERSITY MANAGEMENT AND EXTRACURRICULAR ACTIVITIES AS A SUBSYSTEM

Objectives

- identification of the necessary resources for the functionality of the university system in general and the extracurricular activities in particular;
- analysis of the functionality of the university system and its management;
- concrete cases describing the operation of the system:
 - comparison between Germany and Romania regarding students' implication in extracurricular activities, as components of the educational system;
 - determining similarities and differences in regards to students' satisfaction with the university from Romania and Germany, the result of the functionality of the system;
- comparison of various extracurricular activities offers between the two countries;

As concluded in the end of part I of the thesis, the research conducted so far revealed a clearer picture of the current state of scientific knowledge in the concerned field. It was revealed that the specialty literature only partially demonstrates the hypothesis what constitutes our thesis,

⁸ Dumitraşcu O., *Knowledge in the Field of University Management – causes, effects and hypothetical solutions*, Proceedings of the IPC Conference, Conferința internațională a studenților doctoranzi, Sibiu, 2013

⁹ Dumitraşcu O., *Knowledge in the Field of University Management – causes, effects and hypothetical solutions*, Proceedings of the IPC Conference, Conferința internațională a studenților doctoranzi, Sibiu, 2013

that the practice of extracurricular activities lead to academic performance at student level, but also at the level of university management.

A new stage of research is therefore imposed, a deeper one, with a new field of analysis of the problems of the university management. The second part of the thesis deals with the analysis of the functionality of the university management, focusing deliberately on extracurricular activities as a subsystem. The new research consists of real examples based on the comparative study Romania - Germany. The research is quantitative and has the purpose of understanding the functioning of the systems by knowing the components and the correlations between them: extracurricular activities - managerial performance. For instance, we can distinguish the necessity to achieve a new **general objective**, the analysis of the functioning of the university system and its management. The specific objectives mentioned in the box contribute to the overall reach of the general objective, being fully consistent with it.

In this step of the research, through chapter 4 entitled „**Analysis elements regarding the functioning of the system**”, elements are followed which have not yet been addressed in the first part, respectively resources, transformation process, functions, system components, process outcomes and influence factors of the system.

This chapter captures elements that contribute to the increased performance, through the knowledge of the functioning of the university system, its management and its subsystems, input elements in the system such as resources, organisational culture and managerial performance, as well as environment factors, as influential elements of the system and performance in terms of system results.

According to the resulted data from the bibliographical studies, the attractiveness of the study location is influenced by the good reputation of the university, its facilities, the study offer, but also the extracurricular activities' offer and atmosphere of the respective university. These aspects influences the potential students' decision to choose a study location.¹⁰

With the aim of developing the specialty literature and addressing new research directions in the field, we have considered appropriate, that in chapter 5, “**Extracurricular activities, components of the university educational system. Comparative research Romania – Germany with a role in highlighting their influence in achieving performance**”, to address specific cases of studies of the functioning of extracurricular activities, components of the university system. Thus, chapter 5 of the thesis consists of a pilot research of the comparative management between some universities in the north of Germany (University of Applied Sciences: Technology, Business and Design Wismar, University of Applied Sciences Flensburg and the University of Applied Sciences Kiel) and some universities in the Central Region of Romania (“1 December 1918” University from Alba Iulia, “Lucian Blaga” University from Sibiu and “Petru Maior” University from Târgu Mureş), the research being useful in determining the specific elements of the system functioning.

The research starts from the premise that for graduates of medium studies, the continuity of their education and implicitly choosing a university is influenced mainly by the curricular offer, university reputation, its facilities, but also the extracurricular offer, the atmosphere within the

¹⁰ Heine C., *Studienanfänger in den alten und neuen Ländern: Gründe der Hochschulwahl und Bewertungen der Hochschulregionen West- und Ostdeutschland*, Hannover, 2008, p. 23, [accessed on 22.06.2015]. Available under: <http://www.hochschulkampagne.de/dateien/HIS-Studienanfaenger-Hochschulwahl-und-bewertung.pdf>

university and the attractiveness of the geographical region. Therefore, students satisfaction vis-à-vis these factors is one component of the research needed to be studied, as the study results can be used in the university management, for adjusting the university offer, with direct implications on the potential students' decision in choosing the respective university.

The collected data with the aid of the questionnaire have been analysed with the aid of univariate and bivariate analysis. Capturing the similarities and difference between Germany and Romania in regards to extracurricular activities, recommendations have been formulated, which can contribute to a change management leading to performance.

Chapter 6 **“Conclusions, recommendations, personal opinions regarding the systemic analysis of university management”** demonstrates the achievement of the objectives and validates a part of the hypotheses. The chapter summarizes the results of the studies that have the purpose of knowing the functioning of the system, the university management process, its composing subsystems, organisational culture, specific and general external environment factors as well as the necessary resources, personal perspectives regarding the university organisation, the important role of knowledge management, both in the transformation process, as in obtaining the results.

The comparative management study within the universities in Northern Germany and the universities in the Central Region of Romania provide a better understanding of the functioning of the university system in general and of the extracurricular activities subsystem in particular, allowing the development of relevant recommendations. Moreover, in assessing the system functioning and to identify similarity or difference elements between the addressed cultures and as results of a wide bibliographical study, an own conceptual model of compared university management has been constituted, in which are included the conclusions drawn in the preceding paragraphs (Figure 6.1.)

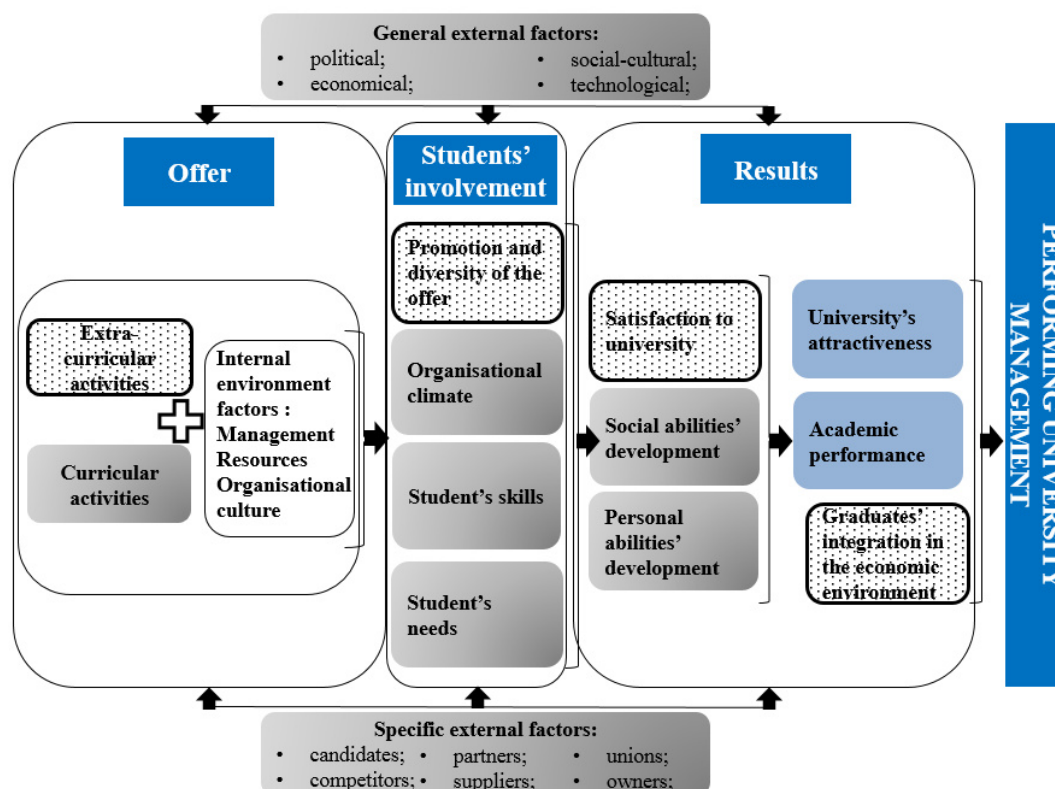


Figure 6.1. Comparative management model in the university field

THE THIRD PART. STUDIES REGARDING THE ROLE OF EXTRACURRICULAR ACTIVITIES IN INCREASING UNIVERSITY MANAGEMENT PERFORMANCE

Objectives

- comparison of the participation degree of students in leisure activities between the analysed universities from Romania;
- determination of the influence factors on students' academic performance and the attractiveness of the university;
- evaluation of the students' satisfaction regarding the university where they study;
- evaluation of the leisure services in the sports arena, indicating deficiencies of the sports offer and offer comparison;
- comparison of the extracurricular activities in the field of career guidance;
- comparison of the extracurricular activities in the field of recreation and culture;
- formulations of recommendations regarding the extracurricular activities offer in general and for the "Lucian Blaga" University in particular;
- establishment of certain rules of decision and influence on university management using the modelling technique;
- determination of the influence of extracurricular activities on managerial performance in general and on academic performance at student level;
- determination of the influence of extracurricular activities on study location attractiveness, elements of major importance on students' motivation;

The specific objectives outlined in the above box contribute to the reach of the general objective aimed at the analysis of the extracurricular activities offer in the studied universities and observing their influence on students' performance and university attractiveness, also with an effect on university management performance.

The objectives will be reached through a new study that starts from the premises that currently, from the studied bibliography arisen is the influence of university attractiveness, of academic performance of students and graduates integration in the economic environment on university management performance, hypothesis yet not proven. The new quantitative research from primary sources will demonstrate the stated correlations and will attest the influence of extracurricular activities on university management performance.¹¹

Hence, considering the previous study as a pilot study, in which only part of the assumptions were proven, but useful including the verification of the research methodology, the following research is more extensive, both in terms of the types of analysis, which offers a plus of quality to the information, but also in terms of quantity, which offers increased veracity of the

¹¹ Muscalu E., Dumitraşcu O., *Studies regarding the influence of extracurricular activities on the management of the university system*, The Best Romanian Management Studies 2013-2014, LAP Lambert Academic Publishing, 2015

results. Therefore, the questionnaire-based research from the third part of the thesis has been applied to a representative sample from Romania, within representative universities, respectively “Lucian Blaga” University from Sibiu, Politehnica University Timișoara, Babeș Bolyai University from Cluj, Academy of Economic Studies from Bucharest and the Bucharest Politehnica University, and focused on the study of correlations: extracurricular activities – study location attractiveness – academic performance – integration of graduates in the economic environment – performing management, presented in the model from figure 6.1.. The validation of this model contributes to the quality increase of university management by making recommendations in regards to the development at local universities and communities’ level of extracurricular activities offer’s diversification.

In chapter 7, entitled **“Selective research based on the questionnaire”** five university centres from Romania are analysed, in order to appreciate their extracurricular activities offer and observe the correlation between the offers and the university management performance.

In the research the answers of 728 respondents have been analysed from five universities in the country, for which studied have been the similarities and differences regarding the extracurricular activities, but also certain correlations between the extracurricular activities – university performance of students – university attractiveness – graduates’ integration in the economic environment – the development of certain skills and abilities. The role of the extended research is to demonstrate the generality of the studied phenomena and to analyse certain decision rules, relationships, and factors’ influence on university management performance. In this research the students’ university performance is captured and the factors that influence it, students’ implication in extracurricular activities (in the field of sports, culture and recreation and vocational training), the correlation between them and the managerial performance. The data collected through the questionnaire method were analysed based on multivariate, univariate, and bivariate analysis, through the statistical software SPSS and by the modelling method with the aid of the Weka software, surprising similarities and differences between the analysed universities. The necessity of using the factorial analysis in validating the proposed model was tested with the help of the Bartlett test, the Kaiser-Meyer-Olkin test, and the correlation matrix, justifying the use of this method, due to the existence of certain correlations between the variables.

At the end of part III, in chapter 8, **“Conclusions, opinions and recommendations regarding the role of extracurricular activities in growth of university management performance”** shows that the new research confirms the results of the pilot research completed in the second part of the thesis, in terms of students’ low implication in extracurricular activities and has demonstrated the generality of the studied phenomena.

The new research complements the previous results with new information, allowing recommendations to be issued for all relevant factors, recommendations that may contribute to a change management leading to overall performance. The analysis conducted by the modelling technique, and by the factorial analysis, demonstrate certain important correlations, that validate the research hypotheses.

THE FORTH PART. FINAL CONCLUSIONS, OWN CONTRIBUTIONS, FUTURE RESEARCH DIRECTIONS

Chapter 9 “**General synthesis of the final conclusions, own contributions and recommendations**”, presents the results of the studies, analyses and researches conducted in the previous chapters.

The researches presented in the previous chapters led to reaching the general objective, namely the analysis of extracurricular activities influence on university management performance, as well as the specific objectives. It is considered that through the obtained results the thesis brings contributions to the development of university management in general, and the extracurricular activities management in particular. In terms of scientific endeavour, the paper used an ensemble of techniques and research methods, which gives it originality, while also ensuring the accuracy in interpreting the results. In this sense the current state of scientific knowledge in the field of university management, the functioning of the university management system was analysed, through a study the extracurricular activities’ offer was compared between universities from the Northern Region of Germany and those from the Central Region of Romania, in order to highlight the similarities or differences and also issue recommendations meant to optimize the system. As an extension of the pilot research, a second analysis of the extracurricular activities offer was elaborated in representative Romanian universities, in which studied through various methods was their influence on students’ performance, graduates’ integration in the economic environment and the attractiveness of the university, with effects on the university management performance.

The research allowed the **validation of the following hypotheses:**

- **The involvement in extracurricular activities depends on the university offer, its promotion and the implication of university management;**

The involvement in extracurricular activities is in general lower for the Romanian students than for the German ones, the offer’s attractiveness for such activities being higher in the German universities. A direct relationship between the attractiveness, diversity, extracurricular activities offer’s promotion and students’ involvement in such activities can be noticed also within the analysed Romanian universities. The lack of students’ involvement in extracurricular activities is mainly due to their lack on information and unappealing offer.

- **The implication in extracurricular activities determine an increase of the study location attractiveness, and implicitly an increase in the demand for university education;**

A direct influence can be noticed of students’ involvement on university attractiveness, while also increasing their satisfaction towards the university.

The analysis through the modelling technique has facilitated the obtaining of the conclusion that leisure opportunities are determined by the offer in the field of culture and recreation and the sports activities’ offer, aspects that influence in turn the university’s attractiveness. In addition, from various bibliographical sources consulted the influence of other factors emerges, the fact that the choice of a study location depends in general by the study offer,

university reputation and attractiveness, its facilities, distance from home, extracurricular offer, university atmosphere and study tuition.¹²

- **The involvement in extracurricular activities brings advantages to students, both socially and personally and aids their integration into the socio-economic environment, integration with a positive role on the quality of the study degree;**

Especially, the Romanian students consider that their participation in extracurricular activities in the field of vocational training develops new skills both socially and personally, that help them to integrate in the economic environment.

Following the factorial analysis regarding the influence of the involvement in extracurricular activities, demonstrated was that they aid to the development of certain skills and abilities, with beneficial effects on graduates' integration in the economic environment and their university performance.

- **University management is more effortless, more performing, more efficient and effective when it is carried out in an environment in which the culture of student involvement in extracurricular activities is developed;**

Starting from the opinions of different authors in the field and taking into account the current regulations, university management performance depends on infrastructure, institutional capacity, university relations with the economic environment, national and international university recognition, its collaboration with other universities through partnerships, employees motivation, financial potential, development strategy, organisational climate, leadership training of management, graduates integration on the job market, capacity to attract new students, involvement in student problems, the relationship with graduates, grants offered, teaching process and its focus on the student, the scientific and pedagogical training of the professors, respectively the skills, results and evaluation of the student, international compatibility of the curricula, didactical means, communication between professor and student, extracurricular programs, recognition and performance of staff, the grants acquired and the publications with an impact factor.¹³

It is therefore noticed that the specialty literature induces, but does not demonstrate the existence of the correlation between the management performance and students' involvement culture in extracurricular activities, hypothesis later demonstrated by us through the mentioned methods.

- **The involvement in extracurricular activities increases the academic performance of students;**

Validated by the first factorial analysis was the fact that extracurricular activities in the field of vocational training, in the sports and recreation field positively influence students university performance, dismounting the many times circulated hypotheses, that recreational activities affect academic results.

¹² Heine C., *Studienanfänger in den alten und neuen Ländern: Gründe der Hochschulwahl und Bewertungen der Hochschulregionen West- und Ostdeutschland*, Hannover, 2008, p. 23, [accessed on 22.06.2015]. Available under: <http://www.hochschulkampagne.de/dateien/HIS-Studienanfaenger-Hochschulwahl-und-bewertung.pdf>

¹³ Ilie M., *Culturi organizaționale în spațiul universitar românesc, Cultura Schimbării Organizaționale*, [accessed on 22.06.2015]. Available under: http://cosur.rcsedu.info/index.php?option=com_content&task=view&id=11&Itemid=15

Starting from the analysis through the modelling technique it has been shown that the integration in the business environment and student community can be influenced by the communication between students and can foster involvement in student organisations, with influences on students' university performance.

- **Managerial performance increases with increasing student involvement in extracurricular activities;**

According to various specialty papers in the field, the university management performance depends among other factors, on the involvement of the teaching staff in activities with the students, respectively in extracurricular activities¹⁴, national and international recognition of the university, graduates insertion on the labour market, potential students attraction or extracurricular programs.¹⁵ All these assertions were demonstrated in the carried out research.

- **The organisational culture influences the involvement in extracurricular activities;**

The German students participate in student organisations, in volunteering activities or student events, less, in comparison with the Romanian ones. The involvement in extracurricular activities can depend on the organisational culture, but also on the national one, the Romanian students belonging to the collectivist culture according to Hofstede's approach, they want to participate in more group activities, and the Germans belonging to the individualistic culture, participate less in such activities.

Main conclusions and personal opinions drawn across the entire research refer to:

- The concerns in the analysed field through the presented paper are somewhat limited, pointing out even a vacuum of knowledge due to a lack of addressing (especially in the Romanian scientific researches), of some issues of university management, referring here mainly on its performance and the correlations between extracurricular activities – student university performance – their motivation and satisfaction – study offer/demand – university attractiveness– university management performance.
- In Romania, the concerns in this field are focused in general on the study of higher education demand and supply and university marketing, to which added are the studies referring to the students' professional concerns and expectations, candidate profile and students' perception regarding different aspects of the educational process (in particular curricular).
- Resulting from the study is the importance of the managerial system, managerial techniques and methods in reaching managerial performance in universities, these being key elements in the functioning of the organisation, together with the decision-making, information and organisational system.
- The comparison method is not very easy to apply, but allows outstanding results to be obtained, highlighting similarities or differences between the studied organisations, identifying the issues necessary to be studied, facilitating the researcher to formulate relevant recommendations, in our case with the purpose of improving students'

¹⁴ Nica P., ș.a., *Managementul resurselor umane*, Unitatea Executivă pentru Finanțarea Învățământului Superior, a Cercetării, Dezvoltării și Inovării, București, 2011, p. 84

¹⁵ Ilie M., *Culturi organizaționale în spațiul universitar românesc*, *Cultura Schimbării Organizaționale*, [accessed on 22.06.2015]. Available under:http://cosur.rcsedu.info/index.php?option=com_content&task=view&id=11&Itemid=15

involvement in extracurricular activities with beneficial effects on university performance, satisfaction, graduate integration in the economic environment and university's attractiveness.

- The pilot comparative management research has captured the influence of extracurricular and curricular activities, together with internal environment factors (resources, management, organisational culture) on students' involvement in extracurricular activities, which is in turn influenced by the promotion and diversity of such activities offer, organisational climate and the skills and needs of students. All these aspects lead under the influence of general external factors (political, economic, socio-cultural, unions, partnerships, suppliers etc.) to certain outcome variables, respectively students' satisfaction towards the university, develop certain social, organisational, leadership skills and abilities, useful both personally and professionally. These determine the university attractiveness, students' academic performance and their integration in the economic environment, variables which determine managerial performance. All these influences have been represented through the proposed comparative management model.
- All these aspects lead under the influence of external factors (political, economic, socio-cultural, technologic and international) and of those specific external (candidates, competitors, unions, partnerships, suppliers etc.) to certain result variables, respectively students' satisfaction towards the university, development of certain social, organisational, leadership skills and abilities, useful both personally and professionally. These determine the university's attractiveness, students' academic performance and their integration in the economic environment, variables that determine managerial performance. All these influences have been represented through the comparative management model proposed.
- Even though the generality of the phenomena has been captured in the pilot research, with the purpose of improving the research results, both qualitative and quantitative, a second research was conducted, extended at national level, in which the answers from 728 respondents from five Romanian universities were analysed. Based on the collected data, with the aid of the univariate, bivariate and multivariate analysis, factorial analysis and the modelling technique various correlations have emerged which demonstrate unequivocally the influence of extracurricular activities on students' university performance, their integration in the economic environment, university's attractiveness and implicitly on university management performance.
- After applying the factorial analysis with regards to the influence on extracurricular activities' involvement, it was demonstrated that these help develop and improve certain transversal skills and abilities, such as leadership skills, time management, team spirit, organisational skills, communication skills, personal and professional training of the involved students, integration in the academic community and the business environment, influencing thus their academic performance with beneficial effects on graduates integration in the economic environment.
- Through the factorial analysis of the influence factors on university performance of students, it was validated the fact that extracurricular activities in the field of vocational training, the field of sports and recreation positively influence students' university performance, favouring their integration in the economic environment. Students'

university performance can also be influenced by the balance between theory and practice, facilities and teaching methods of teachers, courses interest and enthusiasm, fatigue, courses atmosphere and the capacity to concentrate.

- University's attractiveness is influenced by the sport activities' offer and the offer in the cultural and recreational field, aspect demonstrated through the modelling technique.
- The comparative management model, on the basis of which the modelling technique and the factorial technique were used has facilitated the determination of certain correlations in regards to the extracurricular activities' offer – students' involvement in extracurricular activities – students' necessities and skills – organisational climate – promotion and diversification of the extracurricular activities' offer – satisfaction towards the university – development of skills personally and professionally – university's attractiveness – graduates' integration in the economic environment – academic performance – university management performance, demonstrating that it is particularly useful.

Chapter 10. Summary of original contributions and future research directions

10.1. Original contributions

Following this research, we find as relevant, several original contributions in this field, worthwhile mentioning are the following:

- Formulation of personal opinions regarding the existing problems in the specialty literature in the concerned field, concepts' definitions and functionality of the university system and consequently formulating opinions regarding the definitions' completion of certain concepts, such as university management, comparative management, extracurricular activities' classification, university management performance indicators;
- Applying causal methods in effects' and causes' explanations for problems identified in the current state of knowledge and identification of objectives and means of solving them;
- Formulation of recommendations regarding the development of specialty literature by extending studies in the field of university management, with explicit targeting to areas less explored, for example, the correlation between extracurricular activities – students' performance – university's attractiveness – university management performance;
- Highlighting knowledge management's involvement in university management;
- Using the comparison as a study method in university management, applied to the concrete case of Germany-Romania, which gives the research a special originality, since the subject and target group studied, have not been addressed so far in this manner;
- Specification of the framing characteristics of comparative research in typology, objectives and steps outlined in the literature, as well as highlighting relationships between research results and Hofstede's approach;
- Approach of ethnocentric study type (the investigation applied in Germany is applied in a similar standardized way also in Romania), aiming to check the theory once valid in the first analysed culture (Germany) also on the culture analysed in the next step (Romania);
- Partially polycentric approach of the study, which complements the ethnocentric study mentioned, with the emphasis on what is specific and not similar. Thereby, the comparative study character is obvious as it seeks to identify differences and similarities between the two cultures and also the universality elements;

- Development of an original conceptual model of comparative university management, which outlines the extracurricular activities' influence on university management performance and allows the study of different correlations highlighted and analysed in the thesis;
- Formulation and demonstration of certain influence relations between extracurricular activities, academic performance and university's attractiveness, with effects on university management performance, relations that validate the proposed model. Thus, the influence of extracurricular activities on university management performance is observed;
- Validation of the model proposed by means of the factorial analysis, a successive phase to the application need testing through Bartlett test, Kaiser-Meyer-Olkin test and correlation matrix, justifying the use of this method, through the existence of certain correlations between variables;
- Use of Scree Plot analysis that highlights the distribution of the studied factors and the existence of correlations;
- Use of modelling technique in order to establish specific decision rules and influences from the model. For each factor of the components from the proposed model decision rules and decision trees are elaborated by means of Weka software;
- Formulation of recommendations on improving the attractiveness and promotion of the extracurricular activities' offer, with effects on students' satisfaction, their performance and the university's attractiveness and image;
- The large volume of undertaken research (high number of respondents) and the use of a diverse research typology, appropriate to the research topic approached.

10.2. Exploitation of the research results

Some of the original contributions of the thesis led to the development of scientific papers presented at conferences or published in various prestigious journals, books and conferences specific publications. From the papers' list presented below it can be observed that out of 16 scientific papers elaborated in the field of the PhD thesis, a paper is published in an **ISI journal with impact factor**, one work is classified in the **ISI** category, one in **ISI Proceedings**, six papers are indexed in **international databases (BDI)**, three papers are published or are being published as **book chapters of prestigious international publishing houses** and other 4 papers are published in various other volumes of national and international conferences.

In terms of research practicality, its results will be disseminated among stakeholders from the university field but also among other persons and interested institutions in order to promote interest for extracurricular activities, and to develop and support these types of activities, the impact being obvious economically and socially beneficial. With a purpose of an urgent implementation of the suggestions made in this research and thus proving the high revaluation potential of the thesis' results, we propose the following steps:

- development of actions and activities plans, at least at the level of the analysed universities;
- setting priorities for the proposed activities;
- development of the activities proposed in the plan in the form of projects proposals;
- identification of means, funding (including grants) and generally interested stakeholders in the implementation of these projects.

10.3. Future research directions

As future research directions we can distinguish the development of studies in the field of general management, in order to complement the specialty literature. This can be achieved through a greater concern of all interested factors in this field by raising awareness of all stakeholders on the importance of university management. It requires that scientific works, on the one hand have to clarify terminology in the field, and on the other hand have to be focused on correlations between general management - extracurricular activities' management - university management.

In order to develop the specialty literature in this field stands out the need to elaborate studies on the functionality of the university system, with examples and case studies on representative institutions of higher education, in which to shape best practice models.

The development of specialty literature in this field and the elaboration of case studies as examples of good practice will have positive effects in increasing the university management performance, motivation of university staff, students' contentment, improving students' academic results and university's reputation. Thus, organisational culture will also develop.

As future research direction focused strictly on extracurricular activities noted is the need to further study the influence of extracurricular activities on performance management and the identification of the influence of related determinants factors. As we have already outlined the hypothesis through which the factors mentioned present a synergist character, this statement remains to be demonstrated in a later stage of research.

An extension of the comparative management research on a more representative sample at the European level would be ideal. In this research, those factors could be more intense studied. One of the most important and interesting factor as a study element is the culture, so that obtaining of correlations between this and managerial performance in the academic field, would enrich the specialty literature in the field of comparative management.

In order to improve the quality of extracurricular activities it is recommended repeating the satisfaction studies at a certain time (six-month assessments), aimed at meeting the needs of students by improving the offer, increasing its attractiveness and thus improving the university's image, favouring attracting good students, thereby causing an increase in the average academic performance of the university.

The modelling technique and factorial analysis are particularly appreciated by the important specialty publications, therefore, their use on various topics is a necessity and a priority, the results of their application being noted through their variety and exactness in the interpretation mode.

In line with those set out above and in close correlation with the theme of the thesis, as a continuance of it, developing a statistical - mathematical model that should prove through mathematical relationships the correlations between extracurricular activities – academic performance of students - motivation to study – students' satisfaction – university's attractiveness – graduates' integration in the economic environment - university management performance would be particularly useful and interesting, representing an additional analytical tool, along with those already used.

* * *

As a summary of the items listed in the conclusive chapter, it appears that the approached theme is of high topicality and importance and, by association of the analysed influence factors

and by various methods used, it is very original, being one of the first scientific approaches in this field. We hope that through this complex scientific approach we have proved unequivocally the important role of higher education in general in the development of society and in particular, the beneficial effect of extracurricular activities on the university management performance growth, thus contributing to the development of higher education as a mainstay in terms of human resources' training and their integration in the economic space and society.

Bibliographical references

Books and articles

1. Adler N, *A Typology of Management Studies Involving Culture*, Journal of International Business Studies, Vol. XIV, nr. 2, 1983
2. Aiomy M., Keshtiaray N., *A perspective of the cooperation between university and industry at Islamic Azad University, Sanandaj Branch, and its comparison with Kingston University London*, Procedia- Social and Behavioral Sciences 46 (2012) 2509- 2513, 2012
3. Awad, E., Ghaziri, H., *Knowledge management*, Dorling Kinderslay Publisher, New Delhi, 2007
4. Bartko W. T. & Eccles J. S., *Adolescent participation in structured and unstructured activities: a person-oriented analysis*. Journal of Youth and Adolescence, 2003, 32
5. Beckmann J., Langer M, *Studieren in Ostdeutschland? Eine empirische Untersuchung der Bereitschaft zum Studium in den neuen Länder*, Gütersloh, 2009, [accessed on 22.06.2015]. Available under: http://www.che.de/downloads/CHE_AP125_Studieren_in_Ostdeutschland.pdf
6. Belch H. A., Gebel M. & Maas G. M., *Relationship between student recreation complex use, academic performance and persistence of first-time freshmen*, 2001, NASPA Journal, 38(2)
7. Bhargava N., Bhargava R., Mathuria M., *Decision Tree Analysis on J48 Algorithm for Data Mining*, International Journal of Advanced Research in Computer Science and Software Engineering, Volume 3, Issue 6, June 2013, [accessed on 22.06.2015]. Available under: http://www.academia.edu/4375403/Decision_Tree_Analysis_on_J48_Algorithm_for_Data_Mining
8. Bibiu N. A., *Performanța, funcție de eficacitate și eficiență*, 2002
9. Bogdan I., *Management financiar în afaceri*, București, Editura Universitară București, 2006

10. Brătianu C., Lefter, V., *Management strategic universitar*, București, Rao Publisher, 2001
11. Brătianu C., Reinhardt Z., Almășan O., *Practice Models and Public Policies in the Management and Governance of Higher Education*, Transylvanian Review of Administrative Sciences, No. 29 E/2010
12. Brüser R., *Perspektiven des Hochschulmarketing. Eine theoretische und empirische Bestandsaufnahme des deutschen Hochschulsystems*, Diplomarbeit im Studiengang Öffentliche Verwaltung am Fachbereich Verwaltungswissenschaften der Hochschule Harz, Hochschule für angewandte Wissenschaften (FH) in Halberstadt, Halberstadt, 2003, [accessed on 22.06.2015]. Available under: <http://hsdbs.hof.uni-halle.de/documents/t1370.pdf>
13. Burduș E., *Management comparat*, Ediția a II-a, București, Editura Economică, 1998
14. Caldwell L. L., Baldwin C. K., Walls T. & Schmith E., *Preliminary effects of a leisure education program to promote healthy use of free time among middle school adolescents*, Journal of Leisure Research, 2004, 36(3)
15. Carini R., Kuh G. & Klein S., *Student engagement and student learning: Testing the linkages*. Research in Higher Education, 2006, 47(1)
16. Cărbureanu M., *O metodă de analiză factorială aplicată în domeniul dezvoltării*, Analele Universității “Constantin Brâncuși” din Târgu Jiu, Seria Economie, Nr. 1/2010, pp. 188-192, [accessed on 22.06.2015]. Available under: http://www.utgjiu.ro/revista/ec/pdf/2010-01/17_MADALINA_CARBUREANU.pdf
17. Cătoiu I. ș.a., *Cercetări de marketing*, Uranus Publisher, București, 2009
18. Cernat C., Muscalu E., *Marketing*, Sibiu, Editura Universității “Lucian Blaga” din Sibiu, 2001
19. Chiyon I., ș.a., *An approach of the European higher education framework to the management of higher education at university level in Peru*, Procedia Social and Behavioral Sciences 15 (2011) 586-591
20. Cicea C., Dobrin C., *Contribuția educației la dezvoltarea economiei*, Economia Seria Management, Anul VIII, Nr. 1, 2005, pp. 44-53, [accessed on 22.06.2015]. Available under: <http://www.management.ase.ro/reveconomia/2005-1/6.pdf>
21. Coleff D., *Management cultural în cea de-a doua jumătate a secolului al XX-lea*, Revista de Administrație Publică și Politici Sociale, p. 46, [accessed on 22.06.2015]. Available under: <http://www.uvvg.ro/revad/files/nr4/4.%20doina%20coleff.pdf>
22. ComCult, *Befragung zur Hochschulwahl, Online/Umfrage unter Schülerinnen und Schülern im Rahmen der Kampagne “Studieren in Fernost” der Hochschulinitiative*

- Neue Bundesländer*. März 2009, [accessed on 22.06.2015]. Available under: http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CCIQFjAA&url=http%3A%2F%2Fwww.hochschulinitiative.de%2Fdms%2Fpressemittellungen%2FUmfrage_final%2F02_Umfrage_final_pr%25C3%25BCf_04%2520DNK.pdf&ei=vs8vT5axCY_gtQalmZDrDA&usg=AFQjCNGakeTHOM99CnrNyMX4LzIcJDZgxw&sig2=TlOrhh6aLXIgg5A7RZKkMw
23. Crăciun C., *The quality consulting services management in the university educational system*, *Procedia- Social and Behavioral Sciences* 2 (2010) 5586-5589, 2010
 24. Dănăiță I., Bibu N. A., Predișan M., *Management – bazele teoretice*, Timișoara, Mirton Publisher, 2002
 25. Dannenberg M., Barthel P., *Effiziente Marktforschung*, 2002
 26. Davenport, T. H., *Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers*, Harvard Business School Press, 2005
 27. Detlefsen M., McCarty D., Bacon J., *Logic from A to Z*, Routledge, London USA, Canada, 1999
 28. Dragomirescu L., *Analiza cantitativă și calitativă a sistemului universitar*, [accessed on 22.06.2015]. Available under: http://www.supradotati.ro/resurse/analiza_sistemului_universitar.pdf
 29. Drazin S., Montag M., *Decision Tree Analysis using Weka. Machine Learning – Project II*, University of Miami, [accessed on: 22.06.2015]. Available under: <http://www.samdrazin.com/classes/een548/project2report.pdf>
 30. Drucker P., *Post Capitalist Society*, In *Professional Manager Review*, nr. 5, septembrie 1993
 31. Drucker P., *Societatea postcapitalistă*, Ed. Image, 1999
 32. Dumitrașcu, D.,ș.a. *Cercetări privind estimarea echilibrului dintre cererea individuală de învățământ superior pe profile ingineresti a absolvenților de liceu și oferta de locuri de muncă din organizații economic - sociale din România (partea II-a – Comparați si concluzii finale)*. Culegere de lucrări științifice Tehnologii moderne, calitate, restructurare. Conferința internațională de comunicări științifice, Chișinău, Republica Moldova, 2005
 33. Dumitrașcu, D., ș.a., *Estimations regarding the evolution of the higher education labor market in Romania*, *Proceedings of International Conference Management of Technological Change*, Chania, Greece, 2005, [accessed on 22.06.2015]. Available under: http://apps.isiknowledge.com/summary.do?product=UA&search_mode=
 34. [GeneralSearch&qid=8&SID=Y1g7l7GO6@AJ6D8FB6L&page=29](#)

35. Dumitrașcu, D, ș.a. *Researches regarding the high school students' individual demand for the higher education versus the job supply from the social - economic organizations in Romania*, Proceedings of International Conference Management of Technological Change, Chania, Greece, 2005, [accessed on 22.06.2015]. Available under: http://apps.isiknowledge.com/summary.do?product=UA&search_mode=GeneralSearch&qid=8&SID=Y1g7I7GO6@AJ6D8FB6L&page=29
36. Dumitrașcu D., Țuțurea M., *Estimări privind cererea individuală a absolvenților de liceu pentru învățământ universitar*, Culegere de lucrări științifice Tehnologii moderne, calitate, restructurare, Conferința internațională de comunicări științifice, Chișinău, Republica Moldova, 2005
37. Dumitrașcu O., *Activități extracurriculare în cadrul Universității "Lucian Blaga" of Sibiu, elemente ale unui management universitar performant*, Joint International Conference of Doctoral and Post-Doctoral Researchers, Conference Proceedings, VOLUME 1: Doctoral research within Engineering and Exact Sciences, 2015;
38. Dumitrașcu O., *Wirkung der Freizeitangebote auf die Attraktivitaet des Studienstandortes und der Studienmotivation der Studierenden*, îndrumător prof. dr. rer. nat. Norbert Grunwald, Universitatea Wismar, Germania, 2012
39. Dumitrașcu O., *Knowledge in the Field of University Management – causes, effects and hypothetical solutions*, Proceedings of the IPC Conference, Conferința internațională a studenților doctoranzi, Sibiu, 2013
40. Dumitrașcu O., *Extracurricular Activities' Analysis in Romanian Universities*, Joint International Conference of Doctoral Students and Post-Doctoral Researchers, Sibiu 2015
41. Dumitrașcu O., *Extracurricular Activities and Their Influence on University's Attractiveness*, International Conference for Doctoral Students, Sibiu 2015
42. Dumitrașcu O., Ciudin R., *Modeling Factors with Influence on Sustainable University Management*, Sustainability 2015, 7(2), 1483-1502, [accessed on 22.06.2015]. Available under: <http://www.mdpi.com/2071-1050/7/2/1483>;
43. Dumitrașcu O., Hila C., *Curricular offer influencing students' satisfaction: comparative study*, SEA- Practical Application of Science, Ediția 3 (5)/ 2014, [accessed on 22.06.2015]. Available under: http://sea.bxb.ro/Article/SEA_5_40.pdf
44. Dumitrascu O., Hila C., *The influence of extracurricular activities on the attractiveness of a university*, Management Intercultural, Volumul XVI, Numărul 32 / 2014, pp. 45-52, [accessed on: la 22.06.2015]. Available under: http://www.mi.bxb.ro/Articol/MI_32_6.pdf

45. Dumitrașcu O., Muscalu E., *Comparative management in the field of extracurricular activities, highlighting instrument of potential change*, Proceedings of First International Conference “Challenges, Performances and Tendencies in the Organisation Management, Murighiol
46. Dumitrașcu O., Șerban A., *Present State of Research Regarding University Choice and Attractiveness of the Study Area*, *Procedia Economics and Finance*, Volume 6, 2013, [accessed on 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S221256711300138X>
47. Dumitrescu L., Mihăescu L., Mihăescu D., *Managing Economic Solutions for a Global Sustainable Development*, The 5th IASME / WSEAS International Conference on ENERGY & ENVIRONMENT (EE,10), The Conference at University of Cambridge, Cambridge, UK, February 23-25, 2010
48. Evans K., Anderson D., *It's More Than a Class“: Leisure Education's Influence on College Student Engagement*, 2012
49. Farmer R., McGoun, *Advancs in International Comparative Management*, JAI Press, Greenwich, Connecticut, vol. 1, 1984
50. Fereydoon A., *Qualitative Indicators for the evaluation of universities performance*, *Procedia Social and Behavioral Sciences* 2 (2010) 5408-5411
51. Garst, B., Scheider, I., & Baker, D. (2001). *Outdoor adventure program participation impacts on adolescent self-perception*. *The Journal of Experiential Education*, 24
52. Ghionea I., *Inteligența Artificială*, [accessed on 22.06.2015]. Available under: <http://www.catia.ro/articole/ai/ai.htm>
53. Gilbert J. K., Rutherford M., *Models in explanation part 1: horse for courses?* *International Journal of Science Education*, 20(1), 83-97, 1998a
54. Gilbert J. K., Rutherford M., *Models in explanation part 2: whose voice? Whose ears?* *International Journal of Science Education*, 20(2), 187-203, 1998b
55. Gonyea R. M. & Kuh G. D. (Eds), *Using NSSE in institutional research*. New directions for institutional research (Vol. 141), 2009, San Francisco, CA: Jossey-Bass
56. Grecu V. and Deneș C., *Study on Sustainable Development of Romanian Universities*, Proceedings of the 5th International Conference on Manufacturing Science and Education –MSE , Sibiu, 2011
57. Grecu V., Deneș C., *Managementul sustenabil: o soluție creativă pentru armonizarea stilurilor de management*, *Analele Universității “Constantin Brâncuși” din Târgu Jiu, Seria Inginerie*, Nr. 4/2012, [accessed on 22.06.2015]. Available under: http://www.utgjiu.ro/revista/ing/pdf/2012-4/32_Grecu%20Valentin.pdf

58. Grigoruț C., ș.a., *Marketing universitar*, București, 2011
59. Grünwald N., Dumitrașcu O., *Influence of leisure activities on the attractiveness of the study region*, MSD Journal volume 4, nr.2/2012, [accessed on 22.06.2015]. Available under: <http://www.cedc.ro/media/MSD/Papers/Volume%204%20no%202%202012/Grunwald.pdf>
60. Grünwald N., Dumitrașcu O., *Effect of leisure activities on the attractiveness of the study area and study motivation of students*, Proceedings of International Conference on Engineering & Business Education, Innovation and Entrepreneurship, ULB Sibiu (ISI Proceedings, indexat Thomson Reuters)
61. Hachmeister C., Harde M, Langer M., *Einflussfaktoren der Studienentscheidung- Eine empirische Studie von CHE und EINSTIEG-*, Gütersloh, 2007, [accessed on 22.06.2015]. Available under: http://www.che.de/downloads/Einfluss_auf_Studienentscheidung_AP95.pdf)
62. Hachmeister C., Hennings M., *Indikator im Blickpunkt: Kriterien der Hochschulwahl und Ranking-Nutzung*, Gütersloh, 2007, [accessed on 22.06.2015]. Available under: http://www.che.de/downloads/IIB_Hochschulwahl_und_Rankingnutzung.pdf
63. Han J., Kamber M., *Data Mining: Concepts and Techniques*, Second Edition, Morgan Kaufmann Publishers, United States of America, pp. 1-17, [accessed on: 22.06.2015]. Available under: <https://archive.org/stream/DataMiningConceptAndTechniques2ndEdition/Data.Mining.Concepts.and.Techniques.2nd.Ed-1558609016#page/n5/mode/2up>
64. Heine C., Quast H., *Studierneigung und Berufsausbildungspläne. Studienberechtigte 2008 ein halbes Jahr vor Schulabgang*, Hannover, 2009, [accessed on 22.06.2015]. Available under: http://www.his.de/pdf/pub_fh/fh-200904.pdf
65. Heine C, Spangenberg H., Willich J., *Studienberechtigte 2006 ein halbes Jahr vor Schulabgang. Studierbereitschaft und Bedeutung der Hochschulreife*, Hannover, 2007, p. 14, [accessed on 22.06.2015]. Available under: http://www.his.de/pdf/pub_fh/fh-200702.pdf
66. Heine C., Spangenberg H., Willich J., *Informationsbedarf, Informationsangebote und Schwierigkeiten bei der Studien- und Berufswahl, Studienberechtigte 2006 ein halbes Jahr vor dem Erwerb der Hochschulreife*, Hannover, 2007, [accessed on 22.06.2015]. Available under: http://www.his.de/pdf/pub_fh/fh-200712.pdf
67. Heine C., *Studienanfänger in den alten und neuen Ländern: Gründe der Hochschulwahl und Bewertungen der Hochschulregionen West- und Ostdeutschland*, Hannover, 2008, [accessed on 22.06.2015]. Available under: <http://www.hochschulkampagne.de/dateien/HIS-Studienanfaenger-Hochschulwahl-und-bewertung.pdf>

68. Heine C., Willich J., *Informationsverhalten und Entscheidungsfindung bei der Studien- und Ausbildungswahl, Studienberechtigte 2005 ein halbes Jahr vor dem Erwerb der Hochschulreife*, Hannover, 2006, [accessed on 22.06.2015]. Available under: http://www.his.de/pdf/pub_fh/fh-201001.pdf
69. Heine C., Willich J., Schneider H., *Informationsverhalten und Hochschulwahl von Studienanfängern in West- und Ostdeutschland, Eine Sekundäranalyse der HIS Studienanfängerbefragung des Wintersemester 2007/08*, Hannover, 2009, [accessed on 22.06.2015]. Available under: <http://www.hochschulkampagne.de/dateien/HIS-Infoverhalten-Studienanfaenger-2009.pdf>
70. Herciu M., *Management comparat*, Sibiu, Editura Universității „Lucian Blaga” din Sibiu, 2007
71. Herciu M., Ogorean C., *Valorificarea capitalului intelectual – criteriu pentru performanța managerială- în societatea bazată pe cunoaștere*, Munich Personal RePEc Archive, May 2006, [accessed on 22.06.2015]. Available under: http://mpa.ub.uni-muenchen.de/1635/1/MPRA_paper_1635.pdf
72. Hermann V., Winter M., *Institut für Hochschulforschung (HoF) an der Martin- Luther Universität Halle-Wittenberg: Studienwahl Ost, Befragung von westdeutschen Studierenden an ostdeutschen Hochschulen*, Wittenberg, 2009, [accessed on 22.06.2015]. Available under: http://www.hof.uni-halle.de/dateien/ab_2_2009.pdf
73. Hermann V., Winter M., *Zum Studium nach Ostdeutschland, Ergebnisse einer Befragung von westdeutschen Studierenden an Hochschulen in Sachsen-Anhalt und Thüringen*, [accessed on 22.06.2015]. Available under: http://www.hof.uni-halle.de/mar-win/Herrmann_Winter_2010.pdf
74. Huesman R. L., Brown A. K., Lee G., Kellogg J.P. & Radcliffe P. M., *Gym bags and mortarboards: Is use of campus recreation facilities related to student success?* NASPA Journal, 46(1), 2009
75. Iarca I., ș.a., *Students’ opinion regarding types of mobility with a purpose in the construction of leisure time and limitative factors in the practice of leisure time motric activities*, Procedia – Social and Behavioral Sciences 30 (2011)
76. Ilie M., *Culturi organizaționale în spațiul universitar românesc, Cultura universitară*, [accessed on 22.06.2015]. Available under: http://cosur.rcsedu.info/index.php?option=com_content&task=view&id=5&Itemid=7
77. Ilie M., *Culturi organizaționale în spațiul universitar românesc, Cultura Performanței Universitare*, [accessed on 22.06.2015]. Available under: http://cosur.rcsedu.info/index.php?option=com_content&task=view&id=10&Itemid=14

78. Ilie M., *Culturi organizaționale în spațiul universitar românesc, Cultura cadrelor didactice*, [accessed on 22.06.2015]. Available under: http://cosur.rcsedu.info/index.php?option=com_content&task=view&id=6&Itemid=8
79. Ilie M., *Culturi organizaționale în spațiul universitar românesc, Cultura Schimbării Organizaționale*, [accessed on 22.06.2015]. Available under: http://cosur.rcsedu.info/index.php?option=com_content&task=view&id=11&Itemid=15
80. Johnes, J. and Taylor, J., *Performance Indicators in Higher Education*. Buckingham: Open University Press, 1990
81. Kamenz U., *Marktforschung, Einführung mit Fallbeispielen, Aufgaben und Lösungen*, 2001
82. Khune, M., Saleh, I., *Models and Modeling, Cognitive Tools for Scientific Enquiry*, 2011, VII, pp. 3-4
83. Killisch W, Lenz K., *Der Hochschulstandort Dresden im demographischen Wandel, Studie des Zentrums Demographischer Wandel der Technischen Universität Dresden im Auftrag der Landerhauptstadt Dresden*, Stadtplanungsamt, Dresden, 2009, [accessed on 22.06.2015]. Available under: http://tu-dresden.de/die_tu_dresden/zentrale_einrichtungen/zdw/forschung/abgeschlossene_projekte/hochschulstandort_dresden/Hochschulstandort%20Dresden%20im%20demographischen%20Wandel.pdf
84. Krawietz M., Heine C., *HISBUS-Kurzinformation Nr.18, Wahlmotive und Bewertungen des Studienortes bei Studienanfängern im Vergleich der neuen und der alten Länder, Ergebnisse aus der Befragung der Studienanfänger des Wintersemesters 2006/07, 2007*, [accessed on 22.06.2015]. Available under: [http://www.bmbf.de/pubRD/hisbusstudie_studienstandort .pdf](http://www.bmbf.de/pubRD/hisbusstudie_studienstandort.pdf)
85. Kuh G. D., *ș.a., Student success in college: Creating conditions that matter*, San Francisco, CA: Jossey-Bass
86. Kuh G. D., *What we're learning about student engagement NSSE*, Change, 35 (2)
87. Langer M., Ziegele F, Hennig-Thurau T., *Hochschulbindung-Entwicklung eines theoretischen Modells, empirische Überprüfung und Ableitung von Handlungsempfehlungen für die Hochschulpraxis*, Abschlussbericht zum Kooperationsprojekt Hochschulbindung, Hannover, 2001, [accessed on 22.06.2015]. Available under: http://www.che.de/downloads/hs_bindung_bericht0105.pdf
88. Laurent A., *The cultural diversity of Western conceptions of Management*, International Studies of Management and Organization 13, 1983

89. Lester M., *Innovation and Knowledge Management, in Creativity and Innovation Management*, nr. 3, 2001
90. Li-Wei Liu, Ching-ui Lin, *Sport Management in Collegiate Athletic Administration*, The 2012 International Conference on Asia Pacific Business Innovation & Technology Management, Procedia Social and Behavioral Sciences, 2012, [accessed on 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S1877042812006684>
91. Mărădăcine M., *Cultura organizațională - premisa obținerii succesului în organizație*, [accessed on 22.06.2015]. Available under: <http://www.scribd.com/doc/165038508/cultura-organizationala-pdf>
92. Marga A., *Universitatea în tranziție*, Cluj-Napoca, Ardealul Publisher, 1996
93. Marga, A., *Cultură, democrație, modernizare*, București, Editura Institutului Cultural Român, 2012
94. Marsh, H. W. (1992). *Extracurricular activities: beneficial extension of the traditional curriculum of subversion of academic goals*. Journal of Educational Psychology, 84
95. McMillan C. J., *The Japanese Industrial System*, Walter de Gruyter, Berlin, New York, 1989
96. Meffert H., Müller-Böling D., *Hochschulmarketing-Herausforderung und Erfolgsfaktoren im Wettbewerb*, Dokumentation der Tagung vom 15. Januar 2007, Gütersloh, 2007, [accessed on 22.06.2015]. Available under: http://www.che.de/downloads/AP98_Tagung_Hochschulmarketing__07_AP98.pdf
97. Mertins, K., Heisig, P., Vorbeck, J., *Knowledge management: concepts and best practice*, Springer Publisher, Berlin, 2003;
98. Miclăuș I., Miclăuș M., *Management general*, Gutenberg Univers Arad Publisher, 2007, [accessed on 22.06.2015]. Available under <http://academiacomerciala.ro/cursuri/Management/An%20I/Management%20general/Management%20General.pdf>
99. Mihăescu L., *Sisteme informaționale și aplicații informatice în administrarea afacerilor*, Editura Universității Lucian Blaga din Sibiu, 2009, [accessed on 22.06.2015]. Available under: <http://de.slideshare.net/anaany2/46678951-sistemeinformationaleșiaplicatiinformaticeinAdministrareaafacerilor>
100. Miroiu A., Țeca M., Agenția Română de Asigurare a Calității în Învățământul Superior, *Subfinanțarea învățământului superior românesc. O abordare instituțională*, Quality Assurance Review for Higher Education, Vol. 5, Nr. 1-2, 2013

101. Moldoveanu G., Dobrin C., *Managementul calitatii in sectorul public*, București, ASE Publisher, 2003. [accessed on 22.06.2015]. Available under: <http://www.biblioteca-digitala.ase.ro/biblioteca/carte2.asp?id=24&idb=>
102. Mohammadi R., Eshagi F., Arefi M., *Internal Evaluation: Appropriate Strategic for Quality Evaluatin and Improvement of Management in Departments at Universities (The Case of Iran)*, *Procedia- Social and Behavioral Sciences* 69 (2012) 719-728, 2012
103. Montelongo, R., *Student Participation in College Student Organizations: A Review of Literature*, *Journal of the Indiana University Student Personnel Association*, 2002, [accessed on 22.06.2015]. Available under: <http://education.indiana.edu/graduate/programs/hesa/iuspa/archive/2002/2002-StudentParticipation.pdf>
104. Musa R., Saidon J., *New Insights to the National HEIs Rating System: Exploring the attributes of Student Experiential and Engagement Value Index (SEEVI)*, *Procedia- Social and Behavioral Scienc* 90 (2013) 660-669, 2013
- 105. Muscalu E., Dumitrascu O., *Determination of Students' Satisfaction Regarding Extracurricular Activities Conducted in the University. Comparative Study Romania-Germany*, *Procedia Economic and Finance*, 2014, Volume 16, Pages 568-574, [accessed on 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S2212567114008417>**
- 106. Muscalu E., Dumitrașcu O., *Studies regarding the influence of extracurricular activities on the management of the university system*, *The Best Romanian Management Studies 2013-2014*, LAP Lambert Academic Publishing, 2015, pp. 259-275**
107. Muscalu E., Muntean S., *Motivation – A Stimulating Factor for Increasing Human Resource Management Performance*, *Business Excellence and Management*, Volume 2 Issue 1 / March 2012, [accessed on 22.06.2015]. Available under: <http://beman.ase.ro/no21/6.pdf>
108. Muscalu E., Șerban A., *The importance of indentifying human resource's potential and evaluating its performances when implementing total quality management, Case study on the performance evaluation system of the teaching staff in "Lucian Blaga" University of Sibiu*, *Review of General Management*, Volume 17, Issue 1, Year 2013
109. Neculau, A., (coord.), *Câmpul universitar și actorii săi*, Iași, Polirom Publisher, 1997
110. Newman W., *Comparative Management: A Resource for Improving Managerial Adaptability*, *Columbia Journal of World Business*, vol. 13, 1978
111. Newman W., op. cit., Farmer R., McGoun, *Advances in International Comparative Management*, JAI Press, Greenwich, Connecticut, vol. 1, 1984

112. Nica P., ș.a., *Managementul resurselor umane*, Unitatea Executivă pentru Finanțarea Învățământului Superior, a Cercetării, Dezvoltării și Inovării, București, 2011
113. Nicolescu L., Dima A., *The quality of educational services-institutional case study from the romanian higher education*, Transylvanian Review of Administrative Sciences, No. 29E/2010
114. Nicolescu O., ș.a., *Abordări moderne în managementul și economia organizației*. Volumul 2. Managementul pe domenii de activitate, București, Editura Economică, 2003
115. Nicolescu O., ș.a., *Dicționar de management*, București, Pro Universitaria, 2011
116. Nicolescu O., *Management Comparat. Uniunea Europeană, Japonia și S.U.A.*, București, Editura Economică, 1997
117. Nicolescu O., *Sisteme metode și tehnici manageriale ale organizației*, București, Editura Economică, 2000
118. Nicolescu O., Verboncu I., *Fundamentele managementului organizației*, București, Tribuna Economică Publisher, 2001
119. Nitu F., *Ce este sustenabilitatea organizațională*, 2011, [accessed on 22.06.2015]. Available under: <https://sites.google.com/site/managementong/discussion/ceeste-sustenabilitateaorganizationala>
120. Ogorean C., *Knowledge management – a source of sustainable competitiveness in the knowledge based economy*, Munich Personal RePEc Archive, May 2006, [accessed on 22.06.2015]. Available under: http://mpra.ub.uni-muenchen.de/1688/1/MPRA_paper_1688.pdf
121. Popa I., *Management general*, București, ASE Publisher, 2005. [accessed on 22.06.2015]. Available under: <http://www.biblioteca-digitala.ase.ro/biblioteca/carte2.asp?id=471&idb=>
122. Passmore C., Stewart J., *A modeling approach to teaching evolutionary biology in high schools*, Journal of Research in Science and Teaching, Volume 39, Issue 3, pages 185-204, March 2002
123. Pescaru C., *The idea of university in the Romanian culture: national aspirations and European models (1848-1918)*, Procedia- Social and Behavioral Sciences 76 (2013) 629-636, 2013, [accessed on 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S1877042813007209>
124. Popescu S., Rusu. C., *Calitatea în învățământul superior-concepte de bază și particularități*

125. Popescu S., Brătianu C., autori Atanasiu G., ș.a., *Ghidul Calității în învățământul superior*- proiectul Calisro-director Pânzaru I., Editura Universității din București, 2004, [accessed on 22.06.2015]. Available under: http://www.ace.ucv.ro/pdf/calitate/ghidul_calitatii.pdf
126. Pușcaș M., *Agenția Română de Asigurare a Calității în Învățământul Superior, Asigurarea calității umane în învățământul superior*, Quality Assurance Review for Higher Education, Vol. 5, Nr. 1-2, 2013
127. Raab A., Poost A, Eichhorn S., *Marketingforschung. Ein praxisorientierter Leitfaden*, Stuttgart, 2009
128. Raab G., Unger A., Unger F., *Methoden der Marketing-Forschung, Grundlagen und Praxisbeispiele*, Wiesbaden, Gabler Verlag, 2004
129. Ramadas J., *Visual and spacial modes in science learning*, International Journal of Science Education Special Issue, 2009
130. Reveiu A., Dardala M., *The Role of Universities in Innovative Regional Clusters. Empirical Evidence from Romania*, Procedia- Social and Behavioral Sciences 93 (2013) 555-559, 2013
131. Sasu L., *Introducere în Data Mining. Curs 2: Date*, Universitatea Transilvania din Brașov, Facultatea de Matematică și Informatică, 2014, [accessed on 22.06.2015]. Available under: http://www.slideshare.net/lmsasu/curs-2-data-mining?next_slideshow=1
- 132. Șerban A., Dumitrașcu O., *Total Performance Scorecard, Cross-Cultural Management Journal, Volume XV, Issue 1 (27) / 2013, pp. 164-173, [accessed on 22.06.2015]. Available under: http://www.cmj.bxb.ro/Article/CMJ_27_19.pdf;***
133. Shulman L. S., *Making differences: A table of learning*, Change, 2002, 34(6)
134. Singhal S., Jena M., *A Study on WEKA Tool for Data Preprocessing, Classification and Clustering*, International Journal of Innovative Technology and Exploring Engineering (IJITEE), Volume-2, Issue-6, May 2013, [accessed on 22.06.2015]. Available under: <http://www.ijitee.org/attachments/File/v2i6/F0843052613.pdf>
135. Sopen D., Ilies L., Petean F., *Quality of educational services: the influence of external factors on university student satisfaction – a case study*, Managerial Challenges of the Contemporary Society. Proceedings 6, 112, Cluj Napoca, [accessed on 22.06.2015]. Available under: <http://crawl.prod.proquest.com.s3.amazonaws.com/fpcache/0e0a83eebae4b15aa004f2a4ce1caf73.pdf?AWSAccessKeyId=AKIAJF7V7KNV2KKY2NUQ&Expires=1439996089&Signature=b5sNTG2OxvT%2Bg1jQDZi532UO3gQ%3D>

136. Stan N., *Introducere în managementul educațional*, 2010, [accessed on 22.06.2015]. Available under: http://www.ueb.ro/dppd/introducere_in_manag_ed.pdf
137. Șușnea E., *Improving Decision Making Process in Universities: A Conceptual Model of Intelligent Decision Support System*, *Procedia- Social and Behavioral Sciences* 76 (2013) 795-800, [accessed on 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S1877042813007519>
138. Thomas G. P., RmcRobbie C. J., *Using a metaphor for learning to improve students' metacognition in the chemistry classroom*, *Journal of Research in Science Teaching*, 38 (2001), pp. 222-259, 2001
139. Todericiu R., Muscalu E., *Reflections on Managerial Communication, Studies in Business and Economics*, [accessed on 22.06.2015]. Available under: <http://eccsf.ulbsibiu.ro/RePEc/blg/journal/7116todericiu&muscalu&fraticiu.pdf>
140. Todericiu R., Muscalu E., *The EFQM Model of Academic Organizational Excellence*, Ministerul Educației și Cercetării, *Analele Universității din Oradea, Științe Economice*, TOM XVII, Volumul IV, Management and Marketing, 2008
- 141. Todericiu R., Șerban A., Dumitrașcu O., *Particularities of knowledge workers' motivation strategies in Romanian organizations*, *Procedia Economics and Finance* Volume 6, 2013, Pages 405–413. [accessed on 22.06.2015]. Available under: <http://www.sciencedirect.com/science/article/pii/S221256711300155X>**
142. Todericiu R., *Quality in Higher Education- a Continuous Revolution*
143. Trainor S., ș.a., *Leisure activities and adolescent psychological well-being*, *Journal of Adolescence* 33 (2010) 173-186
144. Tull D.P., Hawkins D.I., *Marketing Research: Measurement and Method*, 1990
- 145. Tușa A., Voinia C., Dumitrașcu O., *Romanian pre-university educational management in the context of european integration*, *Proceedings of First International Conference "Challenges, Performances and Tendencies in the Organisation Management, Murighiol, 2012***
146. Țuțurea M., Dumitrașcu D., *Management-elemente fundamentale*, Sibiu, ULB Sibiu Publisher, 2002
147. Țuțurea M., Miricescu D., ș.a., *Leadership în organizații*, Ed. Universității Lucian Blaga Sibiu, 2010
148. Țuțurea M., ș.a. *Some aspects regarding the assessment of the teaching activity at the Engineering Faculty, Sibiu*, *Proceedings of 3-rd Balkan Region Conference on Engineering Education*, Sibiu, Romania (ISI), 12-15 September, 2005, [accessed on 22.06.2015]. Available under: <http://apps.isiknowledge.com/summary.do?>

product=UA&search_mode=GeneralSearch&qid=8&SID=Y1g717GO6@AJ6D8FB6L&page=29

149. Țuțurea, M., ș.a. *Cercetări privind estimarea echilibrului dintre cererea individuală de învățământ superior pe profilele ingineresti a absolvenților de liceu și oferta de locuri de muncă din organizații economice - sociale din România (partea I - Ipoteze simplificatoare și concluzii primare)*. Culegere de lucrări științifice Tehnologii moderne, calitate, restructurare. Conferința internațională de comunicări științifice, Chișinău, Republica Moldova, 2005
150. Universitatea "Lucian Blaga" din Sibiu, Departamentul de Comunicații și Marketing Biroul de Marketing, *Studiu privind potențialii studenți ULBS Campania "Începe cu un vis. Trezește-te cu un viitor!"*, 2009
151. Von Stuckrad T., Gabriel G., *Die Zukunft vor den Toren - Aktualisierte Berechnungen zur Entwicklung der Studienanfängerzahlen bis 2020*, Gütersloh, 2007
152. Western Australian Aboriginal Child Health Survey, *Factors influencing academic performance*, [accessed on 22.06.2015]. Available under: http://aboriginal.telethonkids.org.au/media/395512/western_australian_aboriginal_child_health_survey_ch6.pdf
153. Willige J., Weber S., *HIS Hochschul- Informationssystem GmbH: Kurzbericht Nr.8 Service- und Beratungsangebote für Studierende*, Hannover, 2004, [accessed on 22.06.2015]. Available under: <https://hisbus.his.de/hisbus/docs/hisbus-service.pdf>
154. Zamfir C.(coord.), *Formarea managerială în România: nevoi și capacități*, Ed. Alternative, București, 1994
155. * * * *College Extracurricular Activities - Impact on Students, Types of Extracurricular Activities*, [accessed on 22.06.2015]. Available under: <http://education.stateuniversity.com/pages/1855/College-Extracurricular-Activities.html>
156. * * * *Concepte cheie ale calității. Cerințe și standard*, [accessed on 22.06.2015]. Available under: http://www.bel.utcluj.ro/dce/didactic/mc/MC_sem_1.pdf
157. * * *, *Lecture 11: Factor Analysis using SPSS*, [accessed on 22.06.2015]. Available under: <http://staff.neu.edu.tr/~ngunsel/files/Lecture%2011.pdf>
158. * * *, *Managementul cunoștințelor*, Management, Economia 1-2/2000, p. 54, [accessed on 22.06.2015]. Available under: <http://www.management.ase.ro/reveconomia/2000/14.pdf>
159. * * *, *Managementul educațional*, [accessed on 22.06.2015]. Available under: <http://www.scribd.com/doc/40138469/Managementul-Educațional>

- 160.* * *, *Managementul: practică și teorie*, [accessed on 22.06.2015]. Available under: <http://de.slideshare.net/NiceTimeGo/1-managementul-practica-si-teorie>
- 161.* * *, *Sistemul de învățământ din România: atitudini, opinii și reprezentări sociale. Cadre didactice din sistemul universitar*, București, 2013
- 162.* * *, *Statistică multivariată. Lucrarea nr. 11 — Analiza în componente principale – SPSS*. [accessed on 22.06.2015]. Available under: http://profs.info.uaic.ro/~val/statistica/StatWork_11.pdf
- 163.* * *, *World Commission on Environment and Development (WCED) (1987) Our Common Future*, Oxford University Press, Oxford

Various reports

1. Agenția Română de Asigurare a Calității în Învățământul Superior-ARACIS, nr. 10/2009, *Raport privind evaluarea externă a calității academice din cadrul Universității Babeș Bolyai din Cluj Napoca*, [accessed on 22.06.2015]. Available under: http://www.aracis.ro/fileadmin/ARACIS/Publicatii_Aracis/Brosuri_proiect/Etapa_I/Brosuri/UBB_-_Interior.pdf
2. Agenția Română de Asigurare a Calității în Învățământul Superior, *Evaluări instituționale*, [accessed on 22.06.2015]. Available under: <http://www.aracis.ro/rezultate-evaluari/evaluari-institutionale/>
3. Agenția Română de Asigurare a Calității în Învățământul Superior, *Indicatori primari și secundari pentru evaluarea calității*, nr. 1/ septembrie 2009
4. Agenția Română de Asigurare a Calității în Învățământul Superior, *Raport privind evaluarea externă a calității academice Universitatea „Petru Maior” din Târgu Mureș*, [accessed on 22.06.2015]. Available under: http://proiecte.aracis.ro/fileadmin/ARACIS/Publicatii_Aracis/Brosuri_proiect/Etapa_II/Brosuri_proiect/002_Interior_Brosura_UPM_27_preview.pdf
5. Agenția Română de Asigurarea Calității în Învățământul Superior, *Universitatea Politehnica din București*, [accessed on 22.06.2015]. Available under: http://www.aracis.ro/fileadmin/ARACIS/Publicatii_Aracis/brosuri/BROSURA_PUBLICARE_UPB_.pdf
6. Facultatea de Inginerie “Hermann Oberth” Sibiu, Catedra de Inginerie Economică, *Cine sunt și ce doresc candidații noștrii, Cercetare de marketing privind admiterea pentru studiile de licență de la Facultatea de Inginerie “Hermann Oberth” din Sibiu*, 2008
7. Facultatea de Inginerie “Hermann Oberth” Sibiu, Catedra de Inginerie Economică, *Studentii de azi-forța de muncă de mâine, Cercetare privind așteptările profesionale*

ale studenților din anii terminali de la Facultatea de Inginerie "Hermann Oberth" din Sibiu, 2007-2009

8. Lucian Blaga University of Sibiu, *International Institution Evaluation*, European Universities Association, Self-Evaluation Report, 2012
9. Oficiul de Accesare a Fondurilor Europene, *Minighid de Managementul Proiectelor*, [accessed on 22.06.2015]. Available under: http://centre.ubbcluj.ro/fondurieuropene/utile/files/Minighid_4de_Managementul_Proiectelor.pdf
10. Universitatea Babeș Bolyai Cluj Napoca, *Centrul pentru Managementul Calității*, [accessed on 22.06.2015]. Available under: http://qa.ubbcluj.ro/evaluare_activitate_didactica.php#
11. Universitatea Babeș-Bolyai, *Evaluarea cursurilor de către studenți în anul universitar 2011-2012*, Centrul pentru managementul calității, 2012 [accessed on 22.06.2015]. Available under: http://qa.ubbcluj.ro/documents/cuips/ghid_de_colectare.pdf
12. Universitatea de Științe Agronomice și Medicina Veterinară-București, *Raport de autoevaluare*, 2012, [accessed on 22.06.2015]. Available under: http://www.usamv.ro/fisiere/file/EVALUARE_EUA/RAPORT_AUTOEV_USAMV_B_EUA_2012_RO.pdf
13. Universitatea Lucian Blaga Sibiu, *Carta Universității Lucian Blaga din Sibiu, 2012-2016*, Sibiu, 2011, [accessed on 22.06.2015] Available under: http://www.ulbsibiu.ro/ro/universitate/publ_interne/documente/Carta%20ULBS.pdf
14. USAMV, *Raport de autoevaluare*, București, 2012, [accessed on 22.06.2015]. Available under: http://www.usamv.ro/fisiere/file/EVALUARE_EUA/RAPORT_AUTOEV_USAMVB_EUA_2012_RO.pdf
15. * * * *Carta Universității "Politehnica" Timișoara*, 1999, [accessed on 22.06.2015]. Available under: http://www.upt.ro/pdf/Carta_UPT.pdf
16. * * * *Centrul național de management programe – CNMP*. [accessed on 22.06.2015] Available under: http://www.cnmp.ro:8083/pncdi2/program4/documente/CNMP_Prezentare.pdf
17. * * * *Ghid de colectare a datelor și informațiilor pentru clasificarea universităților*, [accessed on 22.06.2015]. Available under: http://qa.ubbcluj.ro/documents/cuips/ghid_de_colectare.pdf
18. * * * *Institutional Evaluation Programme: Performance in Research, Performance in Teaching- Quality, Diversity, and Innovation in Romanian Universities Project, Guideline for institutions*, May 2012

19. * * * *Metodologia de evaluare in scopul clasificarii universitatilor – HG 789/2011*, [accessed on 22.06.2015]. Available under: <http://www.legalis.ro/2011/08/12/metodologia-de-evaluare-in-scopul-clasificarii-universitatilor-hg-7892011/>
20. * * * *Raport de cercetare - Cercetări de marketing privind evaluarea cererii și ofertei pentru învățământ universitar - zona Sibiu*”, Contract nr. 4032/1995, Beneficiar: Ministerul Educației și Cercetării, Director proiect: Țuțurea, M., - Universitatea « Lucian Blaga» din Sibiu, Perioada de execuție 1995-1996
21. * * * *Raport de cercetare - Studii privind armonizarea structurii specializărilor din universitățile românești cu piața forței de muncă, prin cooperare universitară - Grant tip A*, Contract nr.33336/ 28.06.2004, Tema nr.2, Cod CNCISIS 889, Beneficiar: Ministerul Educației, Cercetării și Tineretului, Director proiect: Moise Țuțurea - Universitatea « Lucian Blaga» din Sibiu Perioada de execuție: 2003-2004

Internet sites

1. Academia de Studii Economice din București, *Scurt istoric*, [accessed on 22.06.2015], Available under: http://www.ase.ro/index.asp?nod=despre_ase&item=istoric
2. Baldauf K., *Hochschule Wismar*, 2010, [accessed on: 22.06.2015]. Available under: <http://hs-wismar.de/index.php?id=leitbild&L=0>
3. Borowski K., *Hochschule Wismar*, 2011, [accessed on 22.06.2015]. Available under: <http://hs-wismar.de/index.php?id=4901&L=0>
4. Centrul național de management programe – CNMP, *Programul 4- Parteneriate în domeniile prioritare*. [accessed on 22.06.2015]. Available under: http://www.cnmp.ro:8083/pncdi2/program4/documente/CNMP_Prezentare.pdf
5. Clocotici V., *Dicționar explicativ de statistică*, [accessed on 22.06.2015]. Available under: <http://thor.info.uaic.ro/~val/statistica/StatGloss.html>
6. Primăria municipiului Alba Iulia, *Așezare și informații generale*, [accessed on 22.06.2015]. Available under: <http://www.apulum.ro/ro/asezare.htm>
7. Primăria orașului Sibiu, *Prezentare*, [accessed on 22.06.2015]. Available under: <http://www.sibiu.ro/index.php/sibiu/prezentare>
8. Universitatea “Lucian Blaga” Sibiu, Departamentul Integrat de Comunicații și Marketing. Biroul de Marketing, *Studiu privind profilul studenților din cadrul ULBS*, [accessed on 22.06.2015]. Available under: http://www.ulbsibiu.ro/ro/universitate/publ_interne/documente/raport-profilul-studentilor_2011-2012.pdf
9. Universitatea “Lucian Blaga”, *Istoria ULBS*, [accessed on 22.06.2015]. Available under: http://www.ulbsibiu.ro/ro/despre_ulbs/istoria_ulb.php

10. Universitatea "Lucian Blaga", *ULBS în lume*, [accessed on 22.06.2015]. Available under: http://www.ulbsibiu.ro/ro/despre_ulbs/ulb_lume.php
11. Universitatea „1 Decembrie” din Alba Iulia, *Istoric*, [accessed on 22.06.2015]. Available under: <http://www.uab.ro/despre/index.php>
12. Universitatea Babeş Bolyai, *Caracterul multicultural*, [accessed on 22.06.2015]. Available under: http://www.ubbcluj.ro/ro/despre/misiune/caracter_multicultural
13. Universitatea Babeş Bolyai, *Ghidul studentului*, [accessed on 22.06.2015]. Available under: <https://view.publitas.com/babes-bolyai-university/ghidul-studentului/page/4-5>
14. Universitatea Politehnica din Bucureşti, *Despre UPB*, [accessed on 22.06.2015]. Available under: <http://www.upb.ro/despre-upb.html>
15. Universitatea Politehnica Timişoara, *Despre universitate*, 2015, [accessed on 22.06.2015]. Available under: http://www.upt.ro/Informatii_despre-universitate_44_ro.html
16. Universităţi şi Facultăţi din Bucureşti, *ASE Bucuresti - Academia de Studii Economice Bucureşti*, [accessed on 22.06.2015]. Available under: <http://www.facultati-bucuresti.ro/ase-bucuresti-academia-de-studii-economice/ase-bucuresti>
17. * * *, *Bucureşti*, [accessed on 22.06.2015]. Available under: <http://www.infotravelromania.com/bucuresti.php>
18. * * *, *Cadrul geografic*, [accessed on 22.06.2015]. Available under: <http://orasulcluj.ro/descopera/date-generale/cadrul-geografic/#more-11>
19. * * *, *Context*, [accessed on 22.06.2015]. Available under: <http://www.indicatorideperformanta.ro/>
20. * * *, *Das nationale Hochschulsystem in Deutschland*, [accessed on 22.06.2015]. Available under: http://www.fh-bonn-rhein-sieg.de/fhbrsmedia/Downloads/Internationales/NatStatem_GER.pdf
21. * * *, *Define management training*, [accessed on 22.06.2015]. Available under: http://www.ehow.com/facts_5013079_define-management-training.html
22. * * *, *Deutschland: Mecklenburg-Vorpommern*, [accessed on 22.06.2015]. Available under: http://www.citypopulation.de/php/germany-mecklenburgvorpommern_d.php?cityid=13006000
23. * * *, *Despre Bucureşti*, [accessed on 22.06.2015]. Available under: <http://www.fnt.ro/despre-bucuresti/>

24. * * *, *Dicționar al limbii române*, [accessed on 22.06.2015]. Available under: <http://dexonline.ro/>
25. * * *, *Dicționar termeni*, [accessed on 22.06.2015]. Available under: http://www.esupplychain.eu/ro/dictionar_termeni/
26. * * *, *Didacticiel - Études de cas*, 2013, [accessed on 22.06.2015]. Available under: http://eric.univ-lyon2.fr/~ricco/tanagra/fichiers/en_Tanagra_KMO_Bartlett.pdf
27. * * *, *Enciclopedia României, Sibiu*, [accessed on 22.06.2015]. Available under: <http://enciclopediaromaniei.ro/wiki/Sibiu>
28. * * *, *Enciclopedia României, Târgu Mureș*, [accessed on 22.06.2015]. Available under: http://enciclopediaromaniei.ro/wiki/T%C3%A2rgu_Mure%C5%9F
29. * * *, *Fachhochschule Flensburg*, [accessed on 22.06.2015]. Available under: <http://www.fh-flensburg.de/fhfl/hochschule.html>
30. * * *, *Fachhochschule Kiel*, [accessed on 22.06.2015]. Available under: <http://www.fh-kiel.de/index.php?id=28>
31. * * *, *Factor Analysis*, [accessed on 22.06.2015]. Available under: <http://www.mathcs.duq.edu/~packer/Courses/Psy624/Factor.html>
32. * * *, *Flensburg, Stadtportrait*, [accessed on 22.06.2015]. Available under: <http://www.flensburg.de/tourismus-stadtportrait/>
33. * * *, *Istorie*, [accessed on 22.06.2015]. Available under: <http://www.iatdmct.ro/Istorie>
34. * * *, *Kiel ein Stadtportrait–Dynamik und Balance am Meer*, [accessed on: 22.06.2015]. Available under: https://kiel.de/leben/stadtportrait_deutsch/stadtportrait_web.pdf
35. * * *, *Municipiul Timișoara*, [accessed on 22.06.2015]. Available under: <http://www.primariatm.ro/timisoara/index.php>
36. * * *, *Municipiul Tîrgu Mureș*, [accessed on 22.06.2015]. Available under: http://www.tirgumures.ro/index.php?option=com_content&view=article&id=102&Itemid=236
37. * * *, *Populația*, [accessed on 22.06.2015]. Available under: <http://orasulcluj.ro/descopera/date-generale/populatia/>
38. * * *, *Stadtportrait Flensburg*, [accessed on 22.06.2015]. Available under: <http://www.studenten-wg.de/infos/stadtportrait-flensburg.html>

39. * * *, *Standards and Guidelines for Quality Assurance in European Higher Education Area*, [accessed on 26.09.2013]. Available under: http://www.enqa.eu/pubs_esg.lasso
40. * * *, *Strategia Europa 2020 și Semestrul European*, [accessed on 22.06.2015]. Available under: <http://europedirect.centras.ro/europa-2020-si-semestrul-european-1.html>
41. * * *, *Timișoara- Suprafață*, [accessed on 22.06.2015]. Available under: http://www.timisoreni.ro/despre/timisoara_suprafata/