



**SYLLABUS**  
**International Business Models**  
Academic year 2025-2026

**1. Information regarding the program**

1.1. Higher education institution	Universitatea Babeș Bolyai
1.2. Faculty	Business
1.3. Department	Business
1.4. Field of study	Business Administration
1.5. Study cycle	Master
1.6. Study programme/Qualification	International Business Administration (English)/Master degree
1.7. Form of education	Full time

**2. Information regarding the discipline**

2.1. Name of the discipline		International Business Models				Discipline code	IME0056
2.2. Course coordinator		Dragoş PĂUN, PhD					
2.3. Seminar coordinator		Dragoş PĂUN, PhD					
2.4. Year of study	II	2.5. Semester	1	2.6. Type of evaluation	E	2.7. Discipline regime	compulsory

**3. Total estimated time (hours/semester of didactic activities)**

3.1. Hours per week	2	of which: 3.2 course	1	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	36	of which: 3.5 course	12	3.6 seminar/laborator	24
<b>Time allotment for individual study (ID) and self-study activities (SA)</b>					<b>hours</b>
Learning using manual, course support, bibliography, course notes (SA)					36
Additional documentation (in libraries, on electronic platforms, field documentation)					24
Preparation for seminars/labs, homework, papers, portfolios and essays					24
Tutorship					2
Evaluations					4
Other activities:					24
<b>3.7. Total individual study hours</b>					<b>114</b>
<b>3.8. Total hours per semester</b>					<b>150</b>
<b>3.9. Number of ECTS credits</b>					<b>6</b>

**4. Prerequisites (if necessary)**

4.1. curriculum	
4.2. competencies	

**5. Conditions (if necessary)**

5.1. for the course	Lecture Hall equipped with video-projector, computer
5.2. for the seminar /lab activities	Room equipped with video-projector, computer, partnerships with consultancy companies



### 6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none"><li>C2. Higher ability to substantiate and assess strategies and decision alternatives, as well as their selection and implementation in business administration at international level/ within multinational corporations</li></ul>
Transversal competencies	<ul style="list-style-type: none"><li>CT2. identifying the roles and responsibilities in a multispecialty team and implementing various relational techniques and efficient teamwork</li></ul>

### 6.2. Learning outcomes

Knowledge	<p>The student has complex knowledge in macro- and micro-economic areas, with direct and indirect impact on business and the business environment.</p> <ul style="list-style-type: none"><li>explains the economic dimensions, structures, dynamics and performance of companies</li><li>analyzes the demography and typology of enterprises, the phenomena specific to the phases of the enterprise life cycle in the respective sectors.</li></ul>
Skills	<p>The graduate has the ability to develop and test theories of effective business operation of enterprises under risk and uncertainty conditions.</p> <ul style="list-style-type: none"><li>choose methods for managing relationships with customers and suppliers.</li></ul>
Responsibility and autonomy:	<p>The student demonstrates the ability to develop new business models and/or technological solutions</p>



## 7. Objectives of the discipline (outcome of the acquired competencies)

<b>7.1 General objective of the discipline</b>	<ul style="list-style-type: none"> <li>The student will demonstrate effective oral and written communication skills by (1) composing a professional quality business document, and (2) preparing and delivering a professional presentation on a business topic</li> </ul>
<b>7.2 Specific objective of the discipline</b>	<ul style="list-style-type: none"> <li>The student will demonstrate knowledge of fundamental information technology tools and concepts. (Technology)</li> <li>The student will exhibit an understanding of ethics and social responsibility. (Ethics)</li> <li>The student will apply critical thinking skills by solving problems requiring quantitative and/or qualitative analysis. (Critical Thinking)</li> <li>The student will demonstrate multicultural and diversity understanding. (Diversity)</li> <li>The student will demonstrate an understanding of teamwork as it occurs in business situations. (Teamwork)</li> </ul>

## 8. Content

8.1 Course	Teaching methods	Remarks
International Business Models	Interactive lecture, exposure of documents	2 lectures
Idea canvases	Interactive lecture, exposure of documents	2 lectures
Business models canvases	Interactive lecture, exposure of documents	2 lectures
Key partners, key activities, key resources and cost structure	Interactive lecture, exposure of documents	2 lectures
Customers and distribution channels	Interactive lecture, exposure of documents	2 lectures
Value Position Team and Cultural Experience	Interactive lecture, exposure of documents	2 lectures
<b>Bibliography</b> <ol style="list-style-type: none"> <li>Osterwalder, A., Pigneur, Y., Business Model Generation, John Wiley &amp; Sons, USA, 2010,</li> <li>Bock, A.J., George, G., The Business Model Book, Pearson, USA, 2018</li> <li>Mary Ellen Guffey and Dana Loewy <i>Business Communication: Process &amp; Product</i>, 7th edition, 2011</li> <li>Bargiela-Chiappini Francesca, <i>Business discourse</i>, Palgrave MacMillan, 2013</li> <li>Paulston, Christina Bratt, <i>The handbook of intercultural discourse and communication</i>, John Wiley &amp; Sons, 2012</li> <li>Museanu, Elena, <i>Business communication</i>, Ed. Universitara, 2011</li> <li>Power Mark, <i>Presenting in English: how to give successful presentations</i>, Heinle Cengage learning, 2011</li> </ol>		
8.2 Seminar / laboratory	Metode de predare	Observații
International Business Models	Case study, processing documents	2 seminars
Idea canvases	Case study, processing documents	2 seminars
Business models canvases	Case study, processing documents	2 seminars
Key partners, key activities, key resources and cost structure	Case study, processing documents	2 seminars
Customers and distribution channels	Case study, processing documents	2 seminars



Value Position Team and Cultural Experience	Case study, processing documents	2 seminars
<b>Bibliography</b> <ol style="list-style-type: none"><li>1. Osterwalder, A., Pigneur, Y., Business Model Generation, John Wiley &amp; Sons, USA, 2010,</li><li>2. Bock, A.J., George, G., The Business Model Book, Pearson, USA, 2018</li><li>3. Mary Ellen Guffey and Dana Loewy <i>Business Communication: Process &amp; Product</i>, 7th edition, 2011</li><li>4. Bargiela-Chiappini Francesca, <i>Business discourse</i>, Palgrave MacMillan, 2013</li><li>5. Paulston, Christina Bratt, <i>The handbook of intercultural discourse and communication</i>, John Wiley &amp; Sons, 2012</li><li>6. Museanu, Elena, <i>Business communication</i>, Ed. Universitara, 2011</li></ol>		

**9. Corroborating the content of the discipline with the expectations of the epistemic community, professional associations and representative employers within the field of the program**

- This course is offered by a guest professors from Germany.

**10. Evaluation**

- The same evaluation criteria are maintained for all exams sessions. The components of the evaluation process carried out during the semester cannot be recovered/redone in the examination sessions.
- To be able to accumulate the points obtained during the semester, it is mandatory to obtain a minimum of 5 (five) in the final exam (written).
- Note: the same examination requirements will be apply for the repeating exam(s)

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	Understanding of key concepts, case study	Final written exam (will be evaluated in session)	60 %
10.5 Seminar/laboratory	Project	Individual or group project (will be evaluated throughout the semester)	40 %
<b>10.6 Minimum standard of performance</b>			
<ul style="list-style-type: none"><li>• Understanding key issues related to business models &amp; idea canvasses</li><li>• Preparing recommendations for companies</li></ul>			



**11. Labels ODD (Sustainable Development Goals)<sup>1</sup>**

	General label for Sustainable Development
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TRADITIO ET EXCELLENTIA

FACULTATEA DE  
**BUSINESS**  
IN PARTNERSHIP

**Date:**  
03.04.2025

**Signature of course coordinator**  
Dragoș PĂUN, PhD

**Signature of seminar coordinator**  
Dragoș PĂUN, PhD

**Date of approval:**  
10.04.2025

**Signature of the head of department**  
Prof. Dr. Ioan Cristian CHIFU