



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
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline		Managing Strategic Partnerships				Discipline code		IME0071	
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	C	2.7. Discipline regime		elective	

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	1
3.4. Total hours in the curriculum	24	of which: 3.5 course	12	3.6 seminar/laborator	12
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					14
Additional documentation (in libraries, on electronic platforms, field documentation)					10
Preparation for seminars/labs, homework, papers, portfolios and essays					11
Tutorship					2
Evaluations					2
Other activities:					8
3.7. Total individual study hours					47
3.8. Total hours per semester					75
3.9. Number of ECTS credits					3

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">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
Transversal competencies	<ul style="list-style-type: none">CT2. identifying the roles and responsibilities in a multispecialty team and implementing various relational techniques and efficient teamwork

6.2. Learning outcomes

Knowledge	<p>The student has complex knowledge of accounting, processing, and analysis of economic and financial information required for an effective organization and management of units.</p> <ul style="list-style-type: none">accumulates advanced knowledge regarding international trade flows and understanding of trade policies.
Skills	<p>The student has the necessary skills to ethically use methods and techniques specific to the financial-accounting management of an enterprise as a whole.</p> <ul style="list-style-type: none">develops advanced skills and abilities related to international trade flows and understanding of trade policies.
Responsibility and autonomy:	<p>The student is able to perform complex professional tasks, under conditions of autonomy and professional independence.</p> <ul style="list-style-type: none">demonstrates the ability to substantiate and synthesize the basic concepts of globalization and trade.



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

7.1 General objective of the discipline	<ul style="list-style-type: none"> Equip students or participants with the knowledge, skills, and tools necessary to effectively create, manage, and leverage strategic partnerships within the business context. Provide a comprehensive understanding of how organizations can collaborate with external entities to achieve their strategic goals and enhance their competitive advantage
7.2 Specific objective of the discipline	<ul style="list-style-type: none"> Encouraging participants to think strategically about potential partners, opportunities, and challenges, and how partnerships can align with the organization's overall strategic objectives. Teaching participants how to build and maintain effective relationships with partners, including negotiation, communication, and conflict resolution skills. Providing methods and frameworks for assessing potential partners, conducting due diligence, and identifying partners that align with the organization's values and objectives. Teaching participants how to establish key performance indicators (KPIs) and metrics to assess the success and impact of strategic partnerships on the organization's bottom line. Preparing participants to identify and address potential risks, conflicts of interest, and legal or ethical issues that may arise in the context of strategic partnerships.

8. Content

8.1 Course	Teaching methods	Remarks
Partnership Models and Structures	Interactive lecture, exposure of documents	1 lecture
Financial Due Diligence	Interactive lecture, exposure of documents	1 lecture
Valuation of Partnerships	Interactive lecture, exposure of documents	1 lecture
Financial Risk Management	Interactive lecture, exposure of documents	1 lecture
Funding and Capital Allocation	Interactive lecture, exposure of documents	1 lecture
Performance Metrics and Monitoring	Interactive lecture, exposure of documents	1 lecture
Government Partnerships	Interactive lecture, exposure of documents	1 lecture
Bibliography <ol style="list-style-type: none"> Lendrum, T., & de Man, A. (2015). <i>The Strategic Partnering Handbook: The Practitioner's Guide to Partnerships and Alliances</i>. Kogan Page. Steinilber, S. (2014). <i>Strategic Alliances: Three Ways to Make Them Work</i>. Harvard Business Review Press. Markova, D., & McArthur, A. (2015). <i>Collaborative Intelligence: Thinking with People Who Think Differently</i>. Spiegel & Grau. Gomes-Casseres, B. (2019). <i>The Art of Alliance Management: Effective Ways to Build Alliances and Improve Your Business</i>. Harvard Business Review Press. Bardin, L., & Salvo, R. (2016). <i>Strategic Partnering: A Blueprint for Maximizing Business Opportunities in the 21st Century</i>. Routledge. Hoffman, R., Casnocha, B., & Yeh, C. (2014). <i>Alliance: Managing Talent in the Networked Age</i>. Harvard Business Review Press. 		
8.2 Seminar / laboratory	Metode de predare	Observații
Partnership Models and Structures	Case study, processing documents	1 seminar



Financial Due Diligence	Case study, processing documents	1 seminar
Valuation of Partnerships	Case study, processing documents	1 seminar
Financial Risk Management	Case study, processing documents	1 seminar
Funding and Capital Allocation	Case study, processing documents	1 seminar
Performance Metrics and Monitoring	Case study, processing documents	1 seminar
Government Partnerships	Case study, processing documents	1 seminar
Bibliography <ol style="list-style-type: none"> 1. Lendrum, T., & de Man, A. (2015). <i>The Strategic Partnering Handbook: The Practitioner's Guide to Partnerships and Alliances</i>. Kogan Page. 2. Steinhilber, S. (2014). <i>Strategic Alliances: Three Ways to Make Them Work</i>. Harvard Business Review Press. 3. Markova, D., & McArthur, A. (2015). <i>Collaborative Intelligence: Thinking with People Who Think Differently</i>. Spiegel & Grau. 4. Gomes-Casseres, B. (2019). <i>The Art of Alliance Management: Effective Ways to Build Alliances and Improve Your Business</i>. Harvard Business Review Press. 5. Bardin, L., & Salvo, R. (2016). <i>Strategic Partnering: A Blueprint for Maximizing Business Opportunities in the 21st Century</i>. Routledge. 6. Hoffman, R., Casnocha, B., & Yeh, C. (2014). <i>Alliance: Managing Talent in the Networked Age</i>. Harvard Business Review Press. 		

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

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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 the last week of the semester)	60 %
10.5 Seminar/laboratory	Project	Individual or group project (will be evaluated throughout the semester)	40 %
10.6 Minimum standard of performance			
<ul style="list-style-type: none"> • Understanding key issues related to business models & idea canvasses • Preparing recommendations for companies 			



11. Labels ODD (Sustainable Development Goals)¹

	General label for Sustainable Development							
								

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
