



## SYLLABUS

### Supplier Relationship Management

Academic year 2025-2026

#### 1. Information regarding the programme

1.1. Higher education institution	Babeş-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Master
1.6. Study programme/Qualification	Procurement and Supply Chain Management
1.7. Form of education	Full time

#### 2. Information regarding the discipline

2.1. Name of the discipline	<b>Supplier Relationship Management</b>			Discipline code	<b>IME0094</b>		
2.2. Course coordinator	Assoc. Prof. Monica Maria COROŞ, PhD						
2.3. Seminar coordinator	Industry tutor ( <b>tutore de la operatorul economic</b> )						
2.4. Year of study	2	2.5. Semester	3	2.6. Type of evaluation	E	2.7. Discipline regime	Mandatory

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

3.1. Hours per week	3	of which: 3.2 course	2	3.3 laboratory (work-based learning)	1
3.4. Total hours in the curriculum	42	of which: 3.5 course	28	3.6 laboratory (work-based learning)	14
<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)					37
Additional documentation (in libraries, on electronic platforms, field documentation)					40
Preparation for seminars/labs, homework, papers, portfolios and essays					86
Tutorship					2
Evaluations					2
Other activities:					6
<b>3.7. Total individual study hours</b>					<b>183</b>
<b>3.8. Total hours per semester</b>					<b>225</b>
<b>3.9. Number of ECTS credits</b>					<b>9 (5IP+4IM)</b>

#### 4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-



## 5. Conditions (if necessary)

5.1. for the course	Room equipped with video-projector, computer
5.2. for the seminar /lab activities	Room equipped with video-projector, computer

## 6. Specific competencies acquired

<b>Professional/essential competencies</b>	<ul style="list-style-type: none"> <li>analyse supply chain strategies</li> <li>analyse supply chain trends</li> <li>detect bottlenecks</li> <li>perform system analysis</li> <li>identify process improvements</li> <li>consider economic criteria in decision making</li> <li>direct logistical functions</li> <li>assess risk factors</li> </ul>
<b>Transversal competencies</b>	<ul style="list-style-type: none"> <li>applies ethical and sustainable thinking</li> <li>think analytically</li> <li>think critically</li> </ul>

## 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 general objective of the subject Supplier Relationship Management (SRM) is to equip students with the strategic insight and practical skills necessary to effectively manage and optimize the company's interactions with suppliers.</li> </ul>
<b>7.2 Specific objective of the discipline</b>	<ul style="list-style-type: none"> <li>To explain SRM concepts,</li> <li>To understand supplier segmentation,</li> <li>To develop SRM strategies,</li> <li>To understand and operationalize supplier performance measurement,</li> <li>To understand and assess supplier-related risk,</li> <li>To be able to negotiate and contract suppliers according to organizational,</li> <li>To implement ethical and sustainable practices into supplier management practices,</li> <li>Optimize communication methods to enhance stakeholder engagement,</li> <li>Execute effective exit processes for underperforming suppliers,</li> <li>Comprehend the contract lifecycle and the role of relationship management within it.</li> </ul>

## 8. Content

8.1 Course	Teaching methods	Remarks
Introduction to Supplier Relationship Management (SRM) (definition, importance, and evolution of SRM in modern supply chains)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture



Strategic Sourcing and Supplier Selection (Processes and criteria for identifying and selecting suppliers aligned with organizational goals)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Supplier Segmentation and Portfolio Management (supplier categorizing techniques based on value, risk, and performance)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Contract Management and Negotiation Strategies (key elements of contracts and effective negotiation tactics to achieve win-win outcomes)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Performance Measurement and Supplier Scorecards (developing and implementing metrics to assess and enhance supplier performance)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Risk Management in Supplier Relationships (identifying, assessing, and mitigating risks associated with suppliers)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Collaborative Innovation with Suppliers (leveraging supplier partnerships for co-innovation and competitive advantage)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Ethical and Sustainable Procurement Practices (incorporating ethics and sustainability into supplier management)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Technology and Tools in SRM (exploring SRM software, e-procurement systems, and digital platforms)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the	1 lecture



	students (who are required to read the reading materials independently and participate actively in class discussions);	
Global Sourcing and Cross-Cultural Considerations (Managing supplier relationships across different countries and cultures)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Legal Aspects of Supplier Management (understanding legal frameworks, compliance, and intellectual property rights)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Supplier Development and Capability Building (strategies for enhancing supplier capabilities and fostering continuous improvement)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Cost Management and Value Analysis (techniques for cost reduction and value optimization in supplier engagements)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
Exit Strategies for Underperforming Suppliers (developing effective exit processes for managing underperformance; understanding the implications of supplier exit on the supply chain; creating frameworks for evaluating supplier performance)	an interactive course, based on lecture and debates; discussions and debates during the lecture based on examples provided by the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	1 lecture
<b>Bibliography</b> 1. Easton Stephen, Hales, Michael D., Strohmer, Michael F., Triplat, Alenka, Kearney, A. T. (2014), <i>Supplier Relationship Management: How to Maximize Vendor Value and Opportunity</i> , Springer Nature. 2. Laseter Timothy M. (2013), <i>Balanced Sourcing: Cooperation and Competition in Supplier Relationships</i> , Jossey Bass. 3. O'Brien, Jonathan (2022), <i>Supplier Relationship Management: Unlocking the Value in Your Supply Base</i> , Kogan Page.		
8.2 Seminar / laboratory	Teaching methods	Remarks
SRM implementation practices; Assessment of the company's suppliers and implemented SRM practices,	Work-based learning at the industry partner	1 seminar
Developing a Supplier Selection Framework (creating a comprehensive framework for evaluating and selecting suppliers),	Work-based learning at the industry partner	1 seminar
Understanding negotiation practices, tactics, and scenarios with suppliers,	Work-based learning at the industry partner	1 seminar



Analyzing the pros and cons of maintaining in-house capabilities versus outsourcing to suppliers,	Work-based learning at the industry partner	1 seminar
Development of a dashboard to monitor and report supplier performance metrics,	Work-based learning at the industry partner	1 seminar
Supplier risk mapping (identifying potential risks in the supplier base and developing mitigation strategies,	Work-based learning at the industry partner	1 seminar
Collaboration-driven innovation	Work-based learning at the industry partner	1 seminar
Identifying company-related ethical challenges and formulating appropriate responses,	Work-based learning at the industry partner	1 seminar
Hands-on exploration of various SRM tools and their functionalities,	Work-based learning at the industry partner	1 seminar
Understanding international supplier relations and effective communication and relationship-building across cultures	Work-based learning at the industry partner	1 seminar
Reviewing common contractual clauses and compliance issues in supplier agreements,	Work-based learning at the industry partner	1 seminar
Transforming supplier capabilities,	Work-based learning at the industry partner	1 seminar
Assessing supplier bids to determine the best value for the organization,	Work-based learning at the industry partner	1 seminar
Exit strategies for underperforming suppliers.	Work-based learning at the industry partner	1 seminar
<b>Bibliography</b> 1. Easton Stephen, Hales, Michael D., Strohmer, Michael F., Triplat, Alenka, Kearney, A. T. (2014), <i>Supplier Relationship Management: How to Maximize Vendor Value and Opportunity</i> , Springer Nature. 2. Laseter Timothy M. (2013), <i>Balanced Sourcing: Cooperation and Competition in Supplier Relationships</i> , Jossey Bass. 3. O'Brien, Jonathan (2022), <i>Supplier Relationship Management: Unlocking the Value in Your Supply Base</i> , Kogan Page.		

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

- The discipline content is consistent with what is being taught in other universities at home and abroad. In order to adapt it to the labour market requirements, there were held meetings with business representatives.



## 10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	<ul style="list-style-type: none"><li>• Correctness and amplitude of theoretic knowledge;</li><li>• Logic coherence;</li><li>• Specialized terminology;</li><li>• Understanding of basic concepts;</li><li>• Students' active participation during the lectures;</li></ul>	Written test – multiple choice quiz, true/false statements, and open-end questions  For all accumulated points to be considered, the student must pass the written test, obtaining at least a grade of 5 (five).  !!! To attend the final exam, students must register for the exam, picking the first or the second date (through the Assignment created in this respect). All the conditions are valid for the re-sit exam, too.	50%
	<ul style="list-style-type: none"><li>• Interest towards study</li></ul>	Active participation in courses	10%
10.5 Seminar/laboratory	<ul style="list-style-type: none"><li>• Capacity to use acquired knowledge;</li><li>• Interest towards study</li></ul>	Practical assessment of work tasks	40%
10.6 Minimum standard of performance			
<ul style="list-style-type: none"><li>➤ comprehension of basic notions and their usage,</li><li>➤ interpretations of the obtained data.</li></ul>			

## 11. Labels ODD (Sustainable Development Goals)

	
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Date:  
25.02.2025

Signature of course coordinator  
Assoc. Prof. Monica Maria Coroş, PhD

Signature of seminar coordinator

Date of approval:  
27.02.2025

Signature of the head of department  
Assoc. Prof. Marius Bota, PhD