



SYLLABUS
International Management
Academic Year 2025-2026

1. Information regarding the program

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

2. Information regarding the discipline

2.1. Name of the discipline		International Management				Discipline code	IME0005	
2.2. Course coordinator		Assoc. Prof. Monica Maria COROȘ, PhD						
2.3. Seminar coordinator		Assoc. Prof. Monica Maria COROȘ, PhD						
2.4. Year of study	1	2.5. Semester	I	2.6. Type of evaluation	C	2.7. Discipline regime	Mandatory	

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

3.1. Hours per week	2	of which: 3.2 course	1	3.3 seminar	1
3.4. Total hours in the curriculum	28	of which: 3.5 course	14	3.6 seminar	14
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					30
Additional documentation (in libraries, on electronic platforms, field documentation)					29
Preparation for seminars, homework, papers, portfolios, and essays					29
Tutorship					2
Evaluations					2
Other activities:					5
3.7. Total individual study hours					97
3.8. Total hours per semester					125
3.9. Number of ECTS credits					5

4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-

5. Conditions (if necessary)

5.1. for the course	Classroom with computer and video-projector
5.2. for the seminar /lab activities	Classroom with computer and video-projector



6.1. Specific competencies acquired

Professional/ essential competencies	• C1. In-depth knowledge and systematic use of the set of information resulting from the theoretical, methodological, legislative, and practical developments specific to business administration at international level; • C3. Ability to adapt dynamically to changes emerging in both national and international business settings by an appropriate and flexible use of the information available; • C5. Advanced communication within various professional environments in order to take action effectively in multiple social and cultural contexts (multinational corporations)
Transversal competencies	• CT3. Using the opportunities offered by life-long learning for continuous adaptation to changes in the business environment.

6.2. Learning outcomes

Knowledge	• The student has in-depth knowledge of how to plan and manage human, material, and financial resources, how to motivate employees and monitor activities, as well as how to manage customer relationships with companies operating in various sectors; • The student has solid knowledge of management theories, principles, and practices applicable to the international environment;
Skills	• The student has a high ability to use complex techniques and tools to analyze the organizational environment so that the business can adapt to the identified requirements and challenges identified; the student is able to analyze complex contexts and identify, recommend, and implement advanced strategies, techniques, and methods for solving business management related problems. • The student has advanced capabilities of developing and employing complex tools and techniques to analyze the organizational environment, to establish the context, and to identify and implement the optimum decisions that enable the business to adapt to the identified context;
Responsibility and autonomy:	• The student is able to perform complex professional tasks, under conditions of autonomy and professional independence; • The student is capable of supporting and implementing the decisions recommended.



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

7.1 General objective of the discipline	supporting students in understanding how the process of companies' internationalization takes place;
7.2 Specific objective of the discipline	- providing students with knowledge on the organizing and analyzing tools used in an international context; - familiarizing students with the practices used in internationalization; - introducing students to the concept of multiculturalism; - making students aware of the cultural aspects in the managerial process.

8. Content

8.1 Course	Teaching methods	Remarks
Introduction. The International Business Environment and Globalization	Lecture, interactive discussions, explanation, heuristic conversation, debate	1 lecture
The Internationalization Process	Lecture, interactive discussions, explanation, heuristic conversation, debate	1 lecture
The Role of Culture in International Business. Interculturality Management	Lecture, interactive discussions, explanation, heuristic conversation, debate	2 lectures
Cases of International Business Management	Interactive discussions, explanation, heuristic conversation, debate	2 lectures
Colloquy	Written test – multiple choice questions with a single correct answer, true/false statements, and open-end questions	1 lecture
Bibliography Christopher, Elizabeth M. (2012), <i>International Management: Explorations Across Cultures</i> , 1 st edition, Kogan Page (BCU Library – Faculty of Business branch). Daniels, John D., Radebaugh, Lee H., & Sullivan, Daniel P. (2015), <i>International Business. Environments and Operations</i> , 15 th edition, Pearson. Griffin, R., Pustay, M. (2010), <i>International Business</i> , Upper Saddle River, N.J: Pearson Education. Lewis, Richard D. (2006), <i>When Cultures Collide. Leading Across Cultures</i> , Nicholas Brealey International, Boston – London. Luthans, Fred, & Doh, Jonathan P. (2020), <i>International Management: Culture, Strategy, and Behavior</i> , 11 th edition, McGraw-Hill Education (BCU Library – Faculty of Business branch) Mead, Richard, & Andrews, Tim G. (2009), <i>International Management. Culture and Beyond</i> , Wiley. Sweeney, Paul, & McFarlin, Dean (2015), <i>Strategic Opportunities and Cultural Challenges</i> , Routledge (BCU Library – Faculty of Business branch). ***, World Economic Forum, <i>Global Competitiveness Reports</i> , recent and older editions; https://www.weforum.org/reports?utf8=%E2%9C%93&query=competitiveness		
8.2 Seminar	Teaching methods	Remarks
Introduction – Presentation of the discipline (organizing activities and assessment methods and criteria). The International Business Environment and Globalization	Case studies, interactive discussions, explanation, heuristic conversation, debate	1 seminar
The Internationalization Process	Case studies, interactive discussions, explanation, heuristic conversation, debate	2 seminars
The Role of Culture in International Business. Interculturality Management	Case studies, interactive discussions, explanation, heuristic conversation, debate	2 seminars
Students' final projects' presentations on Cases of International Business Management	Presentations; interactive discussions	2 seminars
Bibliography		



Christopher, Elizabeth M. (2012), *International Management: Explorations Across Cultures*, 1st edition, Kogan Page (BCU Library – Faculty of Business branch).

Daniels, John D., Radebaugh, Lee H., & Sullivan, Daniel P. (2015), *International Business. Environments and Operations*, 15th edition, Pearson.

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***, World Economic Forum, *Global Competitiveness Reports*, recent and older editions;
<https://www.weforum.org/reports?utf8=%E2%9C%93&query=competitiveness>

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

- To develop the course content and teaching/learning techniques, the course responsible analyzed several syllabi of international academic programs dealing with the same subject, and it was also discussed with other professors from different business schools that have similar teaching and research interests.

10. Evaluation

- The same evaluation criteria are maintained for all exam 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/oral).
- For an optimum organization of the final exam, the students are requested to announce their participation by registering for the 1st/2nd date of examination in the appropriate Assignment created with this purpose.

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	- Understanding and operating with the specific concepts and theories discussed during lectures and seminars - The ability to adequately use concepts, methods, and procedures specific to international management - The capacity to understand the role of culture in International Management	Colloquy: Written test – multiple choice quiz (with one or more correct answers; +/- open-end questions; +/- true/false statements)	40%
		Active participation during classes – discussion of identified pieces of news related to the lecture topics (at least 2 articles/pieces of news)	10%
10.5 Seminar	Understanding and operating with specific international	Compulsory activity: Final project (pair/group project with individual components) – all students are expected	35%



	management concepts and theories;	to present their projects and to register for their presentation (Evaluation criteria: authenticity, originality, realism, the use of the theoretical background assimilated, the quality of the presentation); students must present their projects and submit a written report	
		All students are expected to address at least one question to their colleagues during the final presentations	15%
	Bonus points associated to class activities	Students are required to actively take part during classes, be involved in case study discussions during seminars, to get engaged in individual projects; some case studies will be provided as asynchronous activities	Up to 10%
10.6 Minimum standard of performance			
- Final test (multiple choice test with one or more correct answers +/- open-end questions +/- true or false statements) – in order to pass the discipline, all students must receive a grade of minimum 5 (five) in the written exam, only then will all other points be added in order to establish the final grade; - Students must approach each element (question, problem) within the final project's requirements; - All students must present their projects; no project may be submitted without presentation; - Plagiarism leads to failing the exam.			

11. Labels ODD (Sustainable Development Goals)¹

	General label for Sustainable Development							
								

Date:
04.04.2025

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

Signature of seminar coordinator
Assoc. Prof. Monica Maria COROȘ, PhD

Date of approval:
10.04.2025

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

¹ Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for *Sustainable Development* – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.



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