



COURSE DESCRIPTION

International Business Models

Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Business
1.4. Field	Business Administration
1.5. Level of study	International Business Administration
1.6. Degree 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	International Business Models			Discipline code	IME0056
2.2. Course coordinator	Assoc. Prof. Dr. Dragoș PĂUN				
2.3. Seminar coordinator	Assoc. Prof. Dr. Dragoș PĂUN				
2.4. Year of study	I	2.5. Semester	2	2.6. Type of assessment	Exam
2.7. Course status	Compulsory			2.8. Course type	Specialisation subject

3. Total estimated time (hours per semester of teaching activities)

3.1. Number of hours per week	3	of which: 3.2. course	1	3.3. seminar/ laboratory/ project	2
3.4. Total of hours in the curriculum	36	of which: 3.5. course	12	3.6. seminar/ laboratory	24
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					24
Additional research in the library, on subject-specific electronic platforms, and on-site					24
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					24
Tutoring (professional guidance)					2
Examinations					4
Other activities					11
3.7. Total hours of individual study (IS) and self-taught activities (ST)				89	
3.8. Total hours per semester				125	
3.9. Number of credits				5	

4. Prerequisites (where applicable)

4.1. curriculum-related	-
4.2. skills-related	-

5. Specific conditions (where applicable)

5.1. course-related	Lecture hall equipped with video-projector and computer
5.2. seminar/laboratory-related	Room equipped with video-projector and computer; partnerships with consultancy companies

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC2	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
PC3	Ability to adapt dynamically to changes emerging in both national and international business settings by an appropriate and flexible use of the information available
Transversal competencies	
Competency code	Competency
TC2	Identification of roles and responsibilities in a team and their application within companies

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC2 PC3 TC2	The graduate has complex knowledge of accounting, processing, and analysis of economic and financial information required for an effective organisation and management of units.	The graduate has the necessary skills to ethically use methods and techniques specific to the financial and accounting management of an enterprise as a whole.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student/graduate knows the fundamental concepts and typologies of international business models (Osterwalder canvas, lean canvas, platform models).
2. The student/graduate identifies the key components of a business model: key partners, key activities, key resources, cost structure, value proposition, customer segments, channels, and revenue streams.
3. The student/graduate describes the cultural and institutional dimensions that shape business models in international markets.
4. The student/graduate understands the strategic logic of value creation and capture in multinational business contexts.
Specific academic skills
1. The student/graduate applies the business model canvas and lean canvas to analyse and design business models for real companies operating internationally.
2. The student/graduate evaluates the strategic fit and scalability of business models in diverse cultural and regulatory environments.
3. The student/graduate develops a comprehensive business model proposal for an international venture, including a professional presentation.

8. Content

8.1. Course	Teaching and learning 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

Bibliography

1. Osterwalder, A., Pigneur, Y., Business Model Generation, John Wiley & Sons, USA, 2010,
2. Bock, A.J., George, G., The Business Model Book, Pearson, USA, 2018
3. Mary Ellen Guffey and Dana Loewy *Business Communication: Process & Product*, 7th edition, 2011
4. Bargiela-Chiappini Francesca, *Business discourse*, Palgrave MacMillan, 2013
5. Paulston, Christina Bratt, *The handbook of intercultural discourse and communication*, John Wiley & Sons, 2012
6. Museanu, Elena, *Business communication*, Ed. Universitara, 2011
7. Power Mark, *Presenting in English: how to give successful presentations*, Heinle Cengage learning, 2011

8.2. Seminar/ laboratory	Teaching and learning methods	Remarks
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

Bibliography

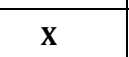
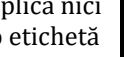
1. Osterwalder, A., Pigneur, Y., Business Model Generation, John Wiley & Sons, USA, 2010,
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9. Evaluation

- 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/oral).

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4 Course	Understanding of key concepts, case study	Final written exam (will be evaluated in session)	60 %
9.5 Seminar/laboratory	Project	Individual or group project (will be evaluated throughout the semester)	40 %
9.6 Minimum standard of performance			
• Understanding key issues related to business models & idea canvasses • Preparing recommendations for companies			

10. SDG labels (Sustainable Development Goals)

		Sustainable Development Generic Label						
								
			X					
								Nu se aplică nici o etichetă
								

Date of entry:

22.05.2026

Signature of course coordinator

Assoc. Prof. Dragos PAUN, PhD

Signature of seminar coordinator

Assoc. Prof. Dragos PAUN, PhD

Date of approval in the department:

27.05.2026

Signature of the head of department

Prof. Ioan Cristian CHIFU, PhD