



COURSE DESCRIPTION
International Management
Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field	Business Administration
1.5. Level of study	Master
1.6. Degree programme / Qualification	International Business Administration / Master
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	1	2.6. Type of assessment	Colloquium
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	2	of which: 3.2. course	1		1
3.4. Total of hours in the curriculum	28	of which: 3.5. course	14		14
Time allocation for individual study (IS) and self-taught activities (ST)					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 hours of individual study (IS) and self-taught activities (ST)					97
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	Classroom with computer and video-projector
5.2. seminar/laboratory-related	Classroom with computer and video-projector

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
CP1	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
CP3	Ability to adapt dynamically to changes emerging in both national and international business settings by an appropriate and flexible use of the information available
CP5	Advanced communication within various professional environments in order to take action effectively in multiple social and cultural contexts (multinational corporations)
Transversal competencies	
CT3	Making effective use of life-long learning opportunities to ensure an ongoing adaptation to changes arising in a business environment

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
RDS2	The graduate 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 graduate has a high ability to use complex techniques and tools to analyse the organisational environment so that the business can adapt to the identified requirements and challenges identified; the graduate is able to analyse complex contexts and identify, recommend, and implement advanced strategies, techniques, and methods for solving business management related problems.

7. Subject-specific learning outcomes

Knowledge and understanding
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; 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.

8. Contents

8.1. Course	Teaching and learning methods	Remarks
The Global Environment & Internationalization: Macro-environmental drivers, globalization 4.0, and	Lecture, interactive discussions, explanation, heuristic conversation, debate	1 lecture

the strategic behaviors of the multinational corporation.		
Strategy, Entry Modes & Global Operations: Trade-offs between exporting, licensing, JVs, and FDI, alongside institutional frameworks and political risk	Lecture, interactive discussions, explanation, heuristic conversation, debate	1 lecture
The Role of Culture in International Business: Interculturality management, defining organizational culture, and the Lewis Model of cross-cultural communication	Lecture, interactive discussions, explanation, heuristic conversation, debate	1 lecture
Applied Intercultural Management & HR: Building trust in cross-cultural teams, expatriate management, repatriation, and global talent compensation	Interactive discussions, explanation, heuristic conversation, debate	1 lecture
International Strategy & Strategic Alignment: Integration-responsiveness frameworks, strategic standardization vs. localization, and managing institutional voids	Interactive discussions, explanation, heuristic conversation, debate	1 lecture
Global Ethics, Competitiveness & SDG 17: Navigating the WEF Competitiveness metrics, sustainable global management, and actualizing local partnerships	Interactive discussions, explanation, heuristic conversation, debate	1 lecture
Colloquy & Future Trends: Comprehensive review of core concepts, methods, and procedures specific to international management	Interactive discussions, explanation, heuristic conversation, debate	1 lecture
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. Griffin, R., Pustay, M. (2010), International Business, Upper Saddle River, N.J: Pearson Education. Lewis, Richard D. (2006), When Cultures Collide. Leading Across Cultures, Nicholas Brealey International, Boston – London. Luthans, Fred, & Doh, Jonathan P. (2020), International Management: Culture, Strategy, and Behavior, 11th edition, McGraw-Hill Education (BCU Library – Faculty of Business branch) Mead, Richard, & Andrews, Tim G. (2009), International Management. Culture and Beyond, Wiley. Sweeney, Paul, & McFarlin, Dean (2015), Strategic Opportunities and Cultural Challenges, Routledge (BCU Library – Faculty of Business branch). ***, World Economic Forum, Global Competitiveness Reports, recent and older editions; https://www.weforum.org/reports?utf8=%E2%9C%93&query=competitiveness		
Introduction – Presentation of the discipline (organizing activities and assessment methods and criteria). Evaluating Target Markets: WEF Competitiveness Matrix analysis and the "AI Red Team" Baseline Audit	Case studies, interactive discussions, explanation, heuristic conversation, debate	1 seminar
Dynamic Market Entry: Real-time negotiation of market entry modes navigating unexpected geopolitical shocks	Case studies, interactive discussions, explanation, heuristic conversation, debate	1 seminar
The Tri-Cultural JV Collision: A three-way role-play simulation managing communication and negotiation styles across distinct cultural profiles	Case studies, interactive discussions, explanation, heuristic conversation, debate	1 seminar
Supply Chain Crisis Boardroom: Executive simulation allocating capital to nearshoring, buffering, or dual-sourcing amid unexpected operational disruptions	Case studies, interactive discussions, explanation, heuristic conversation, debate	1 seminar
Ethical Relativism Court: Socratic debate resolving cross-border HR and compliance dilemmas (headquarters universalism vs. local cultural relativism)	Case studies, interactive discussions, explanation, heuristic conversation, debate	1 seminar

Final Project Presentations & Defense	Formal oral defense of the finalized expansion projects with peer Q&A evaluation	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. Griffin, R., Pustay, M. (2010), International Business, Upper Saddle River, N.J: Pearson Education. Lewis, Richard D. (2006), When Cultures Collide. Leading Across Cultures, Nicholas Brealey International, Boston – London. Luthans, Fred, & Doh, Jonathan P. (2020), International Management: Culture, Strategy, and Behavior, 11th edition, McGraw-Hill Education (BCU Library – Faculty of Business branch) Mead, Richard, & Andrews, Tim G. (2009), International Management. Culture and Beyond, Wiley. Sweeney, Paul, & McFarlin, Dean (2015), Strategic Opportunities and Cultural Challenges, Routledge (BCU Library – Faculty of Business branch). ***, World Economic Forum, Global Competitiveness Reports, recent and older editions; https://www.weforum.org/reports?utf8=%E2%9C%93&query=competitiveness		

9. Evaluation

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.

- 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.

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4. 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%
9.5. Seminar/ laboratory	Understanding and operating with specific international management concepts and theories;	Compulsory activity: Final project (pair/group project with individual components) – all students are expected 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	35%
		All students are expected to address at least one question to	15%

		their colleagues during the final presentations	
Bonus	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%
9.6 Minimum standard for passing			
• 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.			

10. SDG labels (Sustainable Development Goals)¹

		Sustainable Development Generic Label						
								
								Nu se aplică nici o etichetă
							X	

Date of entry:	Signature of course coordinator	Signature of seminar coordinator
May 22nd, 2026	Assoc. Prof. Monica Maria COROȘ, PhD	Assoc. Prof. Monica Maria COROȘ, PhD
Date of approval in the department:	Signature of the head of department	
May 27th, 2026	Assoc. Prof. Marius BOTA, PhD	

¹ Select a single label which, according to the [Implementation of SDG labels in the academic process](#), best matches the subject. If the subject addresses sustainable development in a generic manner (i.e. by presenting/introducing the general framework of sustainable development, etc.), then the Sustainable Development generic label may be applied. If none of the labels describe the subject, select the last option: “No label applies.”