



SYLLABUS

Supplier Relationship 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	Procurement and Supply Chain Management / Master
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Supplier Relationship Management			Codul disciplinei	IME0094
2.2. Course coordinator	Assoc. Prof. Monica Maria COROȘ, PhD				
2.3. Seminar coordinator	Industry tutor				
2.4. Year of study	2	2.5. Semester	3	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	2	3.3. seminar/ laboratory/ project	1
3.4. Total of hours in the curriculum	42	of which: 3.5. course	28	3.6. seminar/ laboratory	14
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					37
Additional research in the library, on subject-specific electronic platforms, and on-site					40
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					86
Tutoring (professional guidance)					2
Examinations					2
Other activities					6
3.7. Total hours of individual study (IS) and self-taught activities (ST)				183	
3.8. Total hours per semester				225	
3.9. Number of credits				9 (5IP+4IM)	

4. Prerequisites (where applicable)

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

5. Specific conditions (where applicable)

5.1. course-related	Room equipped with video-projector, computer
5.2. seminar/laboratory-related	Room equipped with video-projector, computer

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
CP4	Analyse supply chain strategies
CP5	Analyse supply chain trends
CP10	Detect bottlenecks
CP12	Perform system analysis;
CP16	Identify process improvements
CP17	Includes economic criteria in the decision-making process
CP22	Directs logistics functions
CP23	Evaluates risk factors
Transversal competencies	
Competency code	Competency
CT2	Applies ethical and sustainable thinking
CT3	Think analytically
CT5	Think critically

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 student/graduate explains the concepts and strategies of procurement, negotiation, and commercial contracts. The student/graduate interprets the mechanisms for supplier selection and evaluation.	The student/graduate applies negotiation techniques and methods for managing supplier relationships. The student/graduate analyzes and develops procurement strategies and commercial agreements.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student explains Supplier Relationship Management concepts and understands supplier segmentation, supplier performance measurement, supplier-related risk, contract lifecycle, and ethical and sustainable supplier management practices.
Specific academic skills
1. The student develops SRM strategies; applies supplier selection and segmentation methods; assesses supplier performance and risk; negotiates and manages supplier contracts; optimizes stakeholder communication; and executes exit processes for underperforming suppliers.
2. The student/graduate autonomously manages procurement processes and commercial relationships.

8. Contents

8.1. Course	Teaching and learning 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	1 lecture

	the teacher and on the interventions of the students (who are required to read the reading materials independently and participate actively in class discussions);	
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 students (who are required to read the	1 lecture

	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
Bibliography 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	Teaching and learning 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
Bibliography 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. Evaluation

- 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.
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Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4. Course	• Correctness and amplitude of theoretic knowledge; • Logic coherence; • Specialized terminology; • Understanding of basic concepts; Students' active participation during the lectures;	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%
	Interest towards study	Active participation in courses	10%
9.5. Seminar/ laboratory	• Capacity to use acquired knowledge; Interest towards study	Practical assessment of work tasks	40%
9.6 Minimum standard for passing			

- comprehension of basic notions and their usage,
- interpretations of the obtained data.
- for the final grade to be calculated by summing the points obtained throughout the semester, it is necessary to obtain at least 50% of the points allocated to the written exam, namely to pass the exam.

10. SDG labels (Sustainable Development Goals)¹

	 Sustainable Development Generic Label							
1 FĂRĂ SĂRĂCIE 	2 FOAMETE „ZERO” 	3 SĂNĂTATE ȘI BUNĂSTĂRE 	4 EDUCATIE DE CALITATE 	5 EGALITATE DE GEN 	6 APĂ CURATĂ ȘI SĂNĂTATE 	7 ENERGIE CURATĂ ȘI LA PREȚURI ACCESIBILE 	8 MUNCĂ DECENTĂ ȘI CREȘTERE ECONOMICĂ 	9 INDUSTRIE, INOVATIE ȘI INFRASTRUCTURĂ 
☐	☐	☐	☐	☐	☐	☐	☐	☐
10 INEGALITĂȚI REDUSE 	11 ORAȘE ȘI COMUNITĂȚI DURABILE 	12 CONSUM ȘI PRODUCȚIE RESPONSABILĂ 	13 ACȚIUNE CLIMATICĂ 	14 VIAȚĂ ACVATICĂ 	15 VIAȚĂ TERESTRĂ 	16 PACE, JUSTIȚIE ȘI INSTITUȚII EFICIENTE 	17 PARTENERIATE PENTRU REALIZAREA OBIECTIVELOR 	Nu se aplică nici o etichetă
☐	☐	☒	☐	☐	☐	☐	☒	☐

Date of entry:

May 22nd, 2026

Signature of course coordinator

Assoc. Prof. Monica Maria COROȘ, PhD

Signature of seminar coordinator

Industry tutor

Date of approval in the department:

May, 27th, 2026

Signature of the head of department

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.”