SYLLABUS

1. Information regarding the program

1.1 Higher education institution	**UNIVERSITY OF ORADEA**
1.2 Faculty	**FACULTY OF ECONOMIC SCIENCES**
1.3 Department	**DEPARTMENT OF ECONOMICS**
1.4 Field of study	**BUSINESS ADMINISTRATION**
1.5 Cycle of study	**CYCLE I - BACHELOR**
1.6 Program of study /Degree	**BUSINESS ADMINISTRATION / BACHELOR DEGREE**

2. Information regarding the discipline

2.1 Name of discipline		Supplier relationship management FSTE-0862					
2.2 Course titleholder		Lect. Univ. Dr. Darie GAVRILUȚ					
2.3 Seminar titleholder		Lect. Univ. Dr. Darie GAVRILUȚ					
2.4 Year of study	III	2.5 Semester	2	2.6 Type of assessment	Cv	2.7 Type of discipline	O

(I) Compulsory; (O) Elective; (F) Facultative

3. Estimated total time (hours/semester of activities)

3.1 Number of hours/week	3	out of which: 3.2 course	2	3.3 seminar	1
3.4 Total of hours in the Curriculum	42	out of which: 3.5 course	28	3.6 seminar	14
Distribution of hours:					**83**
Studying the workbook, course book, bibliography and notes					40
Supplementary documentation in the library, on electronic specialty sites and in the field					20
Preparing seminars/laboratories, themes, projects, portfolios and essays					20
Tutorship					1
Assessment activities					2
Other activities.....					

3.7 Total hours of individual study	**83**
3.9 Total hours/semester	**125**
3.10 Number of credits	**5**

4. Pre-requisites (if applicable)

4.1 Curriculum	n.a.
4.2 Skills	n.a.

5. Conditions (if applicable)

5.1. concerning the course activities	Projector, Whiteboard, Laptop/PC
5.2. concerning the seminar/laboratory activities	Projector, Whiteboard, Laptop/PC

6.1 Specific skills acquired	
Professional skills	C1.1 Understanding paradigms, concepts, and economic theories pertaining to the impact of the external business environment on organizations. C1.2 Analyzing and interpreting the economic influence exerted by the external business environment on organizations. C1.3 Utilizing appropriate tools for analyzing the impact of the external business environment on organizations. C1.4 Critically evaluating and resolving economic influence-related issues affecting organizations. C1.5 Crafting and executing research projects investigating the economic impact of the external business environment on organizations. C2.1 Identifying fundamental concepts and theories relevant to organizational dynamics. C2.2 Explaining and interpreting interactions among entities within organizations. C2.3 Applying appropriate tools to solve problems related to intra-organizational relationships. C2.4 Critically assessing and constructively addressing organizational operational challenges. C2.5 Conducting analytical assessments of inter-departmental relations with economic impact. C4.2 Explaining and interpreting concepts of human resource planning, organization, coordination, and control in business administration.
Transversal Skills	CT1. Utilizing principles, standards, and values of professional ethics as a foundation for a personal strategy aimed at achieving work characterized by rigor, efficiency, and responsibility. CT2. Recognizing the functions and obligations within a diverse team while employing effective interpersonal skills and promoting efficiency within the team.

6.2 Learning outcomes	
Knowledge	The student/graduate explains the economic dimensions, structures, dynamics and performance of industries in the sectors of trade and market services and tourism for the consumer, the demography and typology of enterprises, the phenomena specific to the phases of the enterprise life cycle in the respective sectors
Competences	The student/graduate chooses methods for managing relationships with customers and suppliers.
Responsibility and autonomy	The student/graduate demonstrates the ability to develop new business models and/or technological solutions in the areas of goods distribution and consumer services, including tourism.

6.3 Objectives of discipline (resulting from the grid of specific skills acquired)

6.3.1 General objective of discipline	Upon completing a comprehensive curriculum encompassing various facets of firm operations such as microeconomics, accounting, management, marketing, and finances, students will gain a holistic perspective on the role of suppliers within an enterprise. This foundational knowledge equips them with the essential skills and insights necessary for effective engagement and management of supplier relationships.
6.3.2 Specific objectives	1. Knowing and understanding the ways a firm is organized and operated 2. Knowing and understanding the fundamentals about suppliers and supply chains 3. Identifying and describing the typical supplier relations of a company 4. Assessing, understanding and applying supplier performance metrics 5. Effective communication and negotiation skills

7. Contents

7.1 Course (C)	Teaching methods	Obs
7.1.1. Role of Procurement and Supply in a Global Marketplace: This chapter introduces the fundamental concept of supply in a		2 hrs

global context, emphasizing the significance of sourcing goods and services across borders.		
7.1.2. Supplier Selection and Sourcing Strategies: This chapter explores the process of identifying, evaluating, and selecting suppliers. Students will examine sourcing strategies, supplier selection criteria, total cost of ownership, local versus global sourcing, and the relationship between sourcing decisions and organizational objectives.	Lecture, problem-solving, debate, deduction, illustration	2 hrs
7.1.3. Understanding Supplier Relationships: This chapter examines the dynamics of buyer–supplier relationships, emphasizing communication, collaboration, trust, commitment, negotiation, and mutual value creation. Students will explore different types of supplier relationships, from transactional interactions to strategic partnerships.		2 hrs
7.1.4. Defining Supplier Relationship Management (SRM): This chapter provides a comprehensive definition and framework for Supplier Relationship Management. It explains the strategic role of SRM in procurement and supply chain management and examines how organizations can manage supplier relationships to improve performance, reduce risk, and support long-term business objectives..		2 hrs
7.1.5. The Three Pillars of Supplier Relationship Management: This chapter introduces the three fundamental pillars of SRM: • Supplier segmentation and strategic classification. • Supplier performance management and development. • Supplier risk management and business continuity.		2 hrs
7.1.6. Supplier Segmentation and Portfolio Management I: This chapter introduces the principles of supplier segmentation and classification. Students will examine supplier categorization based on strategic importance, purchasing value, supply risk, business criticality, and performance. The chapter may also introduce the Kraljic purchasing portfolio matrix as a strategic analytical tool.		2 hrs
7.1.7. Supplier Segmentation and Portfolio Management I: Building upon the previous chapter, this section examines advanced approaches to supplier portfolio management. Topics include strategic supplier classification, differentiated relationship strategies, supplier prioritization, and the allocation of organizational resources according to supplier importance and risk.		2 hrs
7.1.8. Supplier Performance Measurement and Key Performance Indicators: This chapter focuses on the measurement of supplier performance through quantitative and qualitative indicators. Students will examine KPIs related to quality, cost, delivery, flexibility, innovation, responsiveness, sustainability, and compliance. The chapter will also introduce supplier scorecards and performance evaluation methods.		2 hrs
7.1.9. Supplier Performance Management and Development: This chapter examines the systematic management and improvement of supplier performance. Students will explore performance reviews, corrective action plans, continuous improvement, supplier development programs, joint problem-solving, and collaborative initiatives designed to achieve mutual operational and strategic objectives.		2 hrs
7.1.10. Supplier Risk Management and Supply Chain		2 hrs

Resilience: This chapter explores the identification, assessment, monitoring, and mitigation of supplier-related risks. Topics include financial instability, geopolitical risks, supply disruptions, quality failures, cybersecurity, dependency, ethical risks, and sustainability-related risks. Students will also examine contingency planning and supply chain resilience.		
7.1.11. ISO 9001 and Other Standards in Supplier Management: This chapter introduces relevant quality, environmental, sustainability, and supply chain standards, with particular emphasis on ISO 9001. Students will examine the role of standards in supplier qualification, quality control, compliance, documentation, and the development of consistent supplier management practices.		2 hrs
7.1.12. Supplier Auditing, Compliance, and Quality Assurance: This chapter examines the role of supplier audits in ensuring quality, compliance, and operational reliability. Students will explore audit planning, audit execution, documentation, corrective actions, and audit reporting. The chapter also considers the relationship between supplier audits, quality assurance, and continuous improvement.		2 hrs
7.1.13. Supplier Collaboration, Reviews, and Strategic Development: This chapter focuses on long-term supplier collaboration and relationship improvement. Topics include supplier review meetings, joint performance evaluations, supplier innovation, knowledge sharing, collaborative product and process development, supplier development, and the use of structured communication to strengthen strategic partnerships.		2 hrs
7.1.14. Digital SRM, Supply Logistics, and Continuous Improvement: The final chapter integrates the operational and technological aspects of SRM. Students will explore digital Supplier Relationship Management systems, supplier data management, procurement technologies, supply logistics, inventory coordination, transportation, and information sharing. The chapter concludes by examining how organizations can continuously improve their supplier relationships and supply chain performance.		2 hrs

Bibliography:

1. Regional Development and Innovation in the Context of the Romanian Start-up Sector, Presa Universitara Clujeana, 2024, ISBN: 978-606-37-2097-0.
2. O'Brien, J. (2021). Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base (3rd ed.). Kogan Page.
3. Frydlinger, D., Vitasek, K., Bergman, J., & Cummins, T. (2021). Contracting in the New Economy: Using Relational Contracts to Boost Trust and Collaboration in Strategic Business Relationships. Palgrave Macmillan.
4. Tate, W. L., Ellram, L. M., & Bals, L. (Eds.). (2022). Handbook of Theories for Purchasing and Supply Management Research. Edward Elgar Publishing.
5. Bals, L., Tate, W. L., & Ellram, L. M. (2022). Circular Economy Supply Chains: From Chains to Systems. Emerald Publishing.
6. van Weele, A. J., & van Raaij, E. M. (2022). Purchasing and Supply Chain Management. Cengage Learning.
7. Chopra, S. (2022). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson.
8. Stütz, J.-D., Karras, O., Oelen, A., & Auer, S. (2023). A next-generation digital procurement workspace focusing on information integration, automation, analytics, and sustainability. arXiv. https://arxiv.org/abs/2303.03882
9. Jones, J. (2025). A systematic literature review on Supplier Relationship Management in the context of global supply chains. Preprints.org. https://www.preprints.org/manuscript/202501.0460
10. Burkhart, D., Macdonald, J. R., & Bode, C. (2026). How relationships end: A review and research

agenda of buyer–supplier relationship dissolution. Journal of Business Logistics, 47(1), e70055. https://doi.org/10.1111/jbl.70055		
7.2 Seminar (S)	Teching methods	Obs
7.2.1 Organizational seminar/project presentation	Questioning, debate, deduction, applications, examples	1 hour
7.2.2. Student's projects - Segmenting supplier relationships		1 hour
7.2.3. Student's projects - Differentiate supplier relationships (Matrix based approaches, Resource based approaches, Reviewing the spend portfolio, Formal and informal classification schemes)		1 hour
7.2.4. Student's projects - Customer of choice and 180 degree feedback		1 hour
7.2.5. Student's projects - Improving delinquent supplier performance		1 hour
7.2.6. Student's projects - Improving supplier capability		1 hour
7.2.7. Grading and recap		1 hour

Bibliography:

11. Regional Development and Innovation in the Context of the Romanian Start-up Sector, Presa Universitara Clujeana, 2024, ISBN: 978-606-37-2097-0.
12. O'Brien, J. (2021). Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base (3rd ed.). Kogan Page.
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15. Bals, L., Tate, W. L., & Ellram, L. M. (2022). Circular Economy Supply Chains: From Chains to Systems. Emerald Publishing.
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19. Jones, J. (2025). A systematic literature review on Supplier Relationship Management in the context of global supply chains. Preprints.org. https://www.preprints.org/manuscript/202501.0460
1. Burkhart, D., Macdonald, J. R., & Bode, C. (2026). How relationships end: A review and research agenda of buyer–supplier relationship dissolution. Journal of Business Logistics, 47(1), e70055. https://doi.org/10.1111/jbl.70055

8. Corroboration of the contents of the discipline with the expectations of the epistemic community, professional associations and employers representing the field of study of the program

The syllabus and course content have been thoughtfully curated to align seamlessly with comparable disciplines offered in undergraduate programs both within the country and internationally. Furthermore, the curriculum has been meticulously designed to meet the evolving demands and expectations of employers, as articulated by them on diverse platforms, encompassing both formal and informal settings. This ensures that students are equipped with a well-rounded and globally relevant education that prepares them for success in their chosen field.

9. The use of tools based on generative artificial intelligence

For the course: The use of generative Artificial Intelligence (AI) tools is permitted during seminars for purposes such as text reformulation, editing, proofreading, revision, and the generation or editing of visual materials, where appropriate to the learning task. Commonly used tools include, but are not limited to, ChatGPT, Google Gemini, Microsoft Copilot for text-related activities and Midjourney for image generation.
The use of AI is intended to support the student's learning and does not replace the student's own work, analysis, interpretation, or responsibility for the final content. Students are responsible for checking the accuracy and relevance of AI-assisted content and for ensuring compliance with academic integrity requirements.

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10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course (C)	Knowledge and understanding the content of lectures. Recommended reading and completion work/assignments.	Written test multiple choice type (18 questions).	50%
10.5 Seminar (S)	Knowledge and understanding of issues and opportunities regarding the SRM environment, together with the understanding of best case practices. Understand and implement the objectives of efficiency and performance of business enterprises stemming from improved supplier relations.	Written assessment (homework), active participation in the seminars, essays and other assessments given in class, together with the semester long project. The evaluation system for the seminar is as follows: **Attendance**: 5 points out of the final grade; **Project**: 5 points out of the final grade. As regards the attendance, students must meet the attendance requirements set out in the university's regulation.	50%
10.6 Laboratory (L)			
10.7 Project (P)			
10.8 Practical works (P)			
10.9 Minimum performance standard • Knowledge and understanding the content of the subject at essential level. • Solving at least nine out of eighteen questions on the final exam. • Meeting the attendance requirements set out in the university's regulation			

Date	Course titleholder:	Seminar titleholder:
23.09.2026	**Lect. Univ. Dr. Darie Gavriluț**	**Lect. Univ. Dr. Darie Gavriluț**

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Date of approval in the Department:

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