



SYLLABUS

Academic year 2016-2017

1. Information regarding the programme

1.1. Higher education institution	BABES-BOLYAI UNIVERSITY
1.2. Faculty	BUSINESS
1.3. Department	Hospitality Services
1.4. Field of study	BUSINESS ADMINISTRATION
1.5. Study cycle	MASTER
1.6. Study programme / Qualification	ADMINISTRAREA AFACERILOR ÎN OSPITALITATE ŞI TURISM INTERNATIONAL (cu predare în limba engleză)

2. Information regarding the course

2.1. Name of the course	Operațiuni și strategii în industria cazării/Lodging operations and business strategies						
2.2. Code	IME0033						
2.3. Course coordinator	Conf.dr. ADINA NEGRUSA						
2.4. Seminar coordinator	Conf.dr. ADINA NEGRUSA						
2.5. Year of study	I	2.6. Semester	2	2.7. Type of evaluation	E	2.8. Type of course	compulsory

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

3.1. Hours per week	4	Of which: 3.2. lecture	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	56	Of which: 3.5. lecture	28	3.6. seminar/laboratory	28
Time allotment:					ore
Learning using manual, course support, bibliography, course notes					36
Additional documentation (in libraries, on electronic platforms, field documentation)					36
Preparation for seminars/labs, homework, papers, portfolios and essays					38
Tutorship					6
Evaluations					2
Other activities:					8
3.7. Total individual study hours					126
3.8. Total hours per semester					154
3.9. Number of ECTS credits					6

4. Prerequisites (if necessary)

4.1. curriculum	
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4.2. competencies

5. Conditions (if necessary)

5.1. for the course	Course room with computer and beamer
5.2. for the seminar /lab activities	Course room with computer and beamer

6. Specific competencies acquired

Professional Competencies	<ul style="list-style-type: none"> • Understanding general hotel operations • Customer experience management • Inspect guestroom conditions according to standardized procedures • Motivate employees to achieve desired performance • Accurately manage phone calls, posts, and computer reservation system • Accurately implement health and safety regulation
Transversal competencies	<ul style="list-style-type: none"> • development of communication, team work and leadership capabilities; • accomplishment of tasks by following principles and norms of professional ethics; • analytical skills and understanding trends • critical thinking and problem solving approach

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

7.1. General objective of the course	<ul style="list-style-type: none"> • This course is an overview of hospitality and lodging management. • Students will learn the types of lodging establishments, hotels, ownership and levels of service. • Special focus is given to the front office and basic communication and telecommunication procedures in relation to customer service. • Hospitality services, basic housekeeping skills and industry safety are additional components of this course.
7.2. Specific objective of the course	<ul style="list-style-type: none"> • Understand the history, organization, complexity, and scope of not only the lodging industry but also the people and roles (stakeholders) involved in the lodging industry. • Speak and write using terminology appropriate to the lodging industry. • Understand the various career directions within the Lodging Industry. • Identify the relationship between a hotel's operational departments. • Understand common lodging terms, and how they are used in the hotel industry. • Describe the basic organizational structure of a hotel. • Understand the role and responsibilities of a General Manager in a lodging establishment. • Understand the role and responsibilities of the human resource department.



8. Content

8.1. Course	Teaching method	Remarks
1. Overview of Lodging Industry	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> The history of lodging Lodging industry classification
2. Organizational Structure	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Job specialization The organization of a lodging establishment Patterns of authority Span of control
3. Front Office Operations	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Organization Reservations Registration Guest services Night Audit Checkout
4. Housekeeping	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Housekeeping staff Scheduling Guest room cleaning Public area cleaning Inventory and control
5. Staff training and motivation	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Work and people Motivating and paying The sales staff Characteristics of a successful sales department
6. Hotel Food and Beverage	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Operational areas of the Food and Beverage Department Management of Hotel Food and Beverage
7. Strategic pricing and Yield Management	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Fundamentals of Yield Ways to achieve Yield Management
8. Strategic pricing and Yield Management	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> Pricing and revenue optimization



9. Resorts, Themed Lodging and Special Lodging Environments	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> • Recreation and leisure activities • Activity-based lodging • Themed lodging • Unique facilities • Other types of non-traditional lodging
10. Strategic management process	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> • Global competitiveness in the hospitality and lodging industry • Situation analysis
11. Strategic direction for lodging and tourism	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> • Analysis of external and internal context • Creating a strategic direction
12. Strategy formulation	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> • Concentration strategies • Vertical Integration strategies • Diversification strategies
13. Strategy implementation	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> • Strategic restructuring • Function level strategies
14. Strategy implementation	interactive discussion, questioning, heuristic conversation	<ul style="list-style-type: none"> • Interorganizational relations • Tourism clusters
Bibliography	<ol style="list-style-type: none"> 1. Abbot, P. and Lewry, S. (1999) – Front-office: Procedures, social skills, yield and management, Butterworth Heinemann, Second edition. 2. Bardi, James A. (2003) – Hotel Front Office Management, Editura John Wiley & Sons, Third edition. 3. Ene, C., Mihail, A., Rondelli, V. și alții: Manualul directorului de hotel, Editura THR-CG, București, 2004. 4. Enz, Cathy A. Hospitality Strategic Management: Concepts and Cases, John Wiley and Sons, 2009 5. David K. Hayes & Jack D. Ninemeier, Hotel Operations Management, Prentice Hall, USA 6. David K. Hayes, Revenue Management for the Hospitality Industry, John Wiley and Sons, 2010 7. Yeoman I., McMahon U. and Ingold A., Yield Management: Strategies for the Service Industries, 2001 8. Lupu, N., Hotelul- economie și management, Editura All Beck, București 2003. 9. Negrușă, A., Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca, 2006. 	



	10. Rutherford, D., Hotel Management and Operations, John Wiley & Sons, Third edition 2002.
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8.2. Seminar / laboratory	Teaching method	Remarks
1. Partners in lodging industry	Exercise and case study analysis	
2. Measuring hotel performance	Exercise and case study analysis	
3. Design organization structure	Exercise and case study analysis	Essay evaluation
4. Reservation systems and operational reservation plans	Exercise and case study analysis	
5. Check-in/Check-out operations	Exercise and case study analysis	
6. Scheduling and inventory tools	Exercise and case study analysis	Essay evaluation
7. Pricing and Yield Management	Exercise and case study analysis	Practical Pricing for Hotel Industry
8. Pricing and Yield Management	Exercise and case study analysis	Practical Pricing for Restaurant and Airlines Industry
9. Resort sales and financing	Exercise and case study analysis	Essay evaluation
10. Analysis of the Lodging Industry Players	Exercise and case study analysis	
11. Porter's Five Forces and Industry Characteristics	Exercise and case study analysis	
12. Strategic Direction Organizational values, resources and competitive advantages	Exercise and case study analysis	Presentation of project
13. Strategy formulation Vertical Integration strategies and Generic business strategies	Exercise and case study analysis	Presentation of project



14. Strategy formulation Concentration strategies and Generic business strategies	Exercise and case study analysis	Presentation of project
Bibliography	<ol style="list-style-type: none"> 1. Abbot, P. and Lewry, S. (1999) – Front-office: Procedures, social skills, yield and management, Butterworth Heinemann, Second edition. 2. Bardi, James A. (2003) – Hotel Front Office Management, Editura John Wiley & Sons, Third edition. 3. Ene, C., Mihail, A., Rondelli, V. și alții: Manualul directorului de hotel, Editura THR-CG, București, 2004. 4. Enz, Cathy A. Hospitality Strategic Management: Concepts and Cases, John Wiley and Sons, 2009 5. David K. Hayes & Jack D. Ninemeier, Hotel Operations Management, Prentice Hall, USA 6. David K. Hayes, Revenue Management for the Hospitality Industry, John Wiley and Sons, 2010 7. Yeoman I., McMahon U. and Ingold A., Yield Management: Strategies for the Service Industries, 2001 8. Lupu, N., Hotelul- economie și management, Editura All Beck, București 2003. 9. Negrușă, A., Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca, 2006. 10. Rutherford, D., Hotel Management and Operations, John Wiley & Sons, Third edition 2002. 	

9. Corroborating the content of the course with the expectations of the epistemic community, professional associations and representative employers within the field of the program

The course is useful for all professions from hospitality and tourism sector or related to them, as follows:

- Hotel general manager, Attraction manager, Local authority tourism manager
- Hotel clerk, Front office manager, Events manager, room manager
- Meeting and convention planner
- Reservation ticket agent, reservation analyst, head concierge, F&B manager
- accounting expert, in diagnosing the financial state of the entity within hospitality and tourism sector, revenue manager

10. Evaluation

Type of activity	10.1 Evaluation criteria	10.2 Evaluation method	10.3 Share of final grade
10.4. Course	<ul style="list-style-type: none"> • correctly applying the learnt notions; • identifying the correct solutions 	Final exam	40%



10.5. Seminar/lab activities	<ul style="list-style-type: none">• correctly applying the learnt notions• practical utilization of learnt notions	Essays	30%
	<ul style="list-style-type: none">• applying the methods and research tools• applying the specific theoretical notions• practical skills in the field	Project	30%

10.6. Minimum performance standards

- knowledge of basic notions and their application to practical situations;
- interpretation of obtained results.

Date

Signature of course coordinator

Signature of seminar coordinator

Assoc. prof. Adina Negrusa

Assoc. prof. Adina Negrusa

Date of approval

Signature of the Head of department

Assoc. prof. Adina Negrusa