



SYLLABUS
General Management
Academic year 2025-2026

1. Information regarding the program

1.1. Higher education institution	Universitatea Babeș Bolyai
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study programme/Qualification	Business Administration in Hospitality Services (English)/Bachelor in Economic Studies
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline		General Management				Discipline code	ILE0003	
2.2. Course coordinator		Lect. Elisabeta Butoi, PhD						
2.3. Seminar coordinator		Lect. Elisabeta Butoi, PhD						
2.4. Year of study	1	2.5. Semester	1	2.6. Type of evaluation	E	2.7. Discipline regime	compulsory	

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

3.1. Hours per week	4	of which: 3.2 course	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	56	of which: 3.5 course	28	3.6 seminar/laboratory	28
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					28
Additional documentation (in libraries, on electronic platforms, field documentation)					28
Preparation for seminars/labs, homework, papers, portfolios and essays					28
Tutorship					2
Evaluations					2
Other activities:					6
3.7. Total individual study hours					94
3.8. Total hours per semester					150
3.9. Number of ECTS credits					6

4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-

5. Conditions (if necessary)

5.1. for the course	Mobile phones should be on silent during lectures.
5.2. for the seminar /lab activities	Mobile phones should be on silent during lectures.



6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none">C1.1 Description of economic paradigms, concepts and theories regarding the influence of the external environment on the enterprise/organizationC2.2. Explaining and interpreting the relationships between the entities of the enterprise/organizationC6.1. Implementing the systems for quality, environment, and food safety management in the hospitality industry
Transversal competencies	<ul style="list-style-type: none">CT1. Implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work.

6.2. Learning outcomes

Knowledge	<ul style="list-style-type: none">The student demonstrates the possession of a set of general knowledge of how to manage human, material, and financial resources, as well as customer relations with companies operating in the hospitality industry.
Skills	<ul style="list-style-type: none">The student is able to analyse the organisational environment and apply specific methods and techniques for the management of human, material, and financial resources, as well as of customer relationships with companies operating in the hospitality industry.
Responsibility and autonomy:	<ul style="list-style-type: none">The student demonstrates the ability to apply management functions both at the level of the organization's functions and as a whole and to assume the responsibilities specific to the position of manager at different hierarchical levels within organizations, in order to initiate, implement and monitor organizational strategies and policies.

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

7.1 General objective of the discipline	<ul style="list-style-type: none">The General Management course aims at communicating the tools for the basic comprehension of the formal profit and non-profit, small, medium, and large organizations, as well as the understanding of their management. Because the management process is based on a set of functions that enable the fulfillment of this process at the level of the organization, this course analyzes the 4 key functions of management: planning, organizing, motivating, and controlling.
7.2 Specific objective of the discipline	<ul style="list-style-type: none">To achieve the proper implementation of management functions, it is also required to have the capacity to make decisions. The course focuses, in this respect, on the identification, modelling, and classification of decisions, together with highlighting the fundamental principles of decision-making processes.

8. Content

8.1 Course	Teaching methods	Remarks
Management process definition, components, managerial work	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard



Knowledge and managerial skills, managerial labor differentiation, hierarchical levels	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Mega environment, analysis of the major trends for business development	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Specific environment, analysis and management of environmental conditions.	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Defining the planning stages of the planning process	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Stages of the planning process, planning tools and techniques	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Defining control and its necessity in organizations; Types of control in organizations	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Stages and process control components; Systems and organizational control instruments	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Organizational function	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Designing organizational structures; Functions of an organization	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Type of organizational structures and departmentalization.	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Definition and importance of motivation; Motivational theories	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Modern motivational theories	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Reviewing the concepts, methods, and tools	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standard
Bibliography 1. BARTOL, Kathryn, MARTIN, David C., <i>Management</i> , International Edition, McGraw-Hill Inc., 1998. 2. DAFT, Richard L. <i>Management</i> (12 th Edition), South-Western College Pub (1900), 2015 3. DRUCKER Peter F., <i>The Practice of Management</i> , Harper Business, 2006 4. MINTZBERG, Henry, <i>The Nature of Managerial Work</i> , Prentice-Hall, Englewood Cliffs. H.S. 1980. 5. PORTER, M.E., <i>Competitive Advantage: Creating and Sustaining Superior Performance</i> New York: Free Press, 1998. WILSON, David C., ROSENFELD, Robert H., <i>Managing Organizations, Text, Reading and Cases</i> , McGraw-Hill Book Company, 1990		
8.2 Seminar / laboratory	Teaching methods	Remarks
Overview	Discussions	
Methods and systems management: Critical Path Method, PERT - present rules and build networks	short interactive exercises, demonstrations	



Methods and systems management: Critical Path Method, PERT - network analysis, based on networks built during the previous seminar	short interactive exercises, demonstrations	
Methods and systems management: Critical Path Method, PERT - network analysis, based on networks built during the previous seminar	short interactive exercises, demonstrations	
Methods and systems management: Critical Path Method, PERT - Gantt charts and crashing Times and Costs	short interactive exercises, demonstrations	
Methods and systems management: Critical Path Method, PERT - Gantt charts and crashing Times and Costs Case Study	Discussions, short interactive exercises, demonstrations, critical analysis	
Introductory aspects: decision-making	short interactive exercises, demonstrations,	
Breakeven analysis, critical point, point of interference	short interactive exercises, demonstrations	
Breakeven analysis, critical point, point of interference	short interactive exercises, demonstrations	
Breakeven analysis, critical point, point of interference Case Study	short interactive exercises, demonstrations, critical analysis	
Decisions under conditions of risk, mono-criteria matrix analysis (pay-off table): Calculation of expectation, cost calculation perfect information;	short interactive exercises, demonstrations	
Decisions under conditions of risk, mono-criteria matrix analysis (pay-off table): Analysis regrets;	short interactive exercises, demonstrations	
Decisions under conditions of risk Case Study	short interactive exercises, demonstrations, critical analysis	
Team Case Study	Case-study based evaluation	
Bibliography 6. BARTOL, Kathryn, MARTIN, David C., <i>Management</i> , International Edition, McGraw-Hill Inc., 1998. 7. DAFT, Richard L. <i>Management</i> (12 th Edition), South-Western College Pub (1900), 2015 8. DRUCKER Peter F., <i>The Practice of Management</i> , Harper Business, 2006 9. MINTZBERG, Henry, <i>The Nature of Managerial Work</i> , Prentice-Hall, Englewood Cliffs. H.S. 1980. 10. PORTER, M.E., <i>Competitive Advantage: Creating and Sustaining Superior Performance</i> New York: Free Press, 1998. WILSON, David C., ROSENFELD, Robert H., <i>Managing Organizations, Text, Reading and Cases</i> , McGraw-Hill Book Company, 1990		

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

<ul style="list-style-type: none"> The course and seminar contents are in accordance with the contents of similar courses from corresponding national and international faculties. Also, several meetings were held with leaders from the business environment to match the curricula with the labour market requests.
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10. 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).

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
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10.4 Course	<ul style="list-style-type: none">• Logical and coherent use of the concepts• Competence in analysing a case study through the lenses of various theories	Theoretical Written Final Exam (multiple choice quiz)	60%
10.5 Seminar/laboratory	<ul style="list-style-type: none">• Understand the methods and tools applied in the decision-making process.• Make connections with organizational practice	Applications Test at the end of semester (week 14 th - last lecture)	20%
	<ul style="list-style-type: none">• Read the recommended materials.• Involvement in seminar exercises• Useful and polite feedback for colleagues and teacher.	3 Homeworks during the semester (week 5 th , 8 th , and 13 th - quiz - the answers are valid only if the solution is enclosed) and 1 Case Study (3-person team - week 14 th)	20%
Bonus points	<ul style="list-style-type: none">• Make connections between theoretical concepts, case studies, and problem solving	Involvement during lectures and seminars, and responses to bonus activities	Bonus (up to 15%)
REMARKS	<ul style="list-style-type: none">• The Final Exam is a multiple-choice test with one correct answer.• During the applications test, students must have a computer to perform calculations; mobile phones or smart watches are not allowed to be used during the applications test and the final exam.		
10.6 Minimum standard of performance			
<ul style="list-style-type: none">• Understand the main concepts associated to the managerial process.• Identify simple examples for business strategies.			

11. Labels ODD (Sustainable Development Goals)¹

	General label for Sustainable Development						

¹ Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for *Sustainable Development* – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.



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TRADITIO ET EXCELLENTIA

FACULTATEA DE
BUSINESS
IN PARTNERSHIP

Date:
27.03.2025

Signature of course coordinator
Lect. Elisabeta Butoi, PhD

Signature of seminar coordinator
Lect. Elisabeta Butoi, PhD

Date of approval:
10.04.2025

Signature of the head of department
Assoc. Prof. Marius Bota, PhD