



## SYLLABUS

### Management of Hospitality Services

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		Management of Hospitality Services				Discipline code		ILE0053		
2.2. Course coordinator			Prof. dr. Adina Negrușă							
2.3. Seminar coordinator			Prof. dr. Adina Negrușă							
2.4. Year of study		2	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
<b>Time allotment for individual study (ID) and self-study activities (SA)</b>					<b>hours</b>
Learning using manual, course support, bibliography, course notes (SA)					4
Additional documentation (in libraries, on electronic platforms, field documentation)					0
Preparation for seminars/labs, homework, papers, portfolios and essays					8
Tutorship					1
Evaluations					1
Other activities:					5
<b>3.7. Total individual study hours</b>					<b>19</b>
<b>3.8. Total hours per semester</b>					<b>75</b>
<b>3.9. Number of ECTS credits</b>					<b>3</b>

#### 4. Prerequisites (if necessary)

4.1. curriculum	
4.2. competencies	

#### 5. Conditions (if necessary)

5.1. for the course	Digital equipment
5.2. for the seminar /lab activities	Digital equipment & PMS software



### 6.1. Specific competencies acquired

Professional/essential competencies	<p>C3. Negotiation of contract terms and customer and supplier relationship management</p> <ul style="list-style-type: none"> <li>C3.2. Identification of particularities of customer relationship and customer negotiation processes and selection of appropriate methods for solving problems specific to these processes</li> </ul> <p>C4. Implementation of business development strategies in hospitality organizations</p> <ul style="list-style-type: none"> <li>C4.2. Analysis of the current situation; selection and proposal of several strategic alternatives for business development</li> </ul>
Transversal competencies	<p>CT1. Implementation of ethical principles, norms, and values within one's own rigorous, effective, and responsible working strategy</p>

### 6.2. Learning outcomes

Knowledge	<p>The student demonstrates possession of a set of general knowledge regarding: planning and organizing human, material, and financial resources; employee motivation; control of carried-out activities; and management of customer relations in companies from various sectors of activity.</p> <ul style="list-style-type: none"> <li>Understands the economic dimensions, structures, dynamics, and performance specific to the hospitality industry.</li> <li>Defines the concepts and principles specific to the coordination and management of service, tourism, hotel, and restaurant activities.</li> </ul>
Skills	<p>The student is capable of analyzing the organizational environment to adapt the company to identified requirements and challenges. The graduate can recommend appropriate strategies, techniques, and methods for solving management problems related to its main functions.</p> <ul style="list-style-type: none"> <li>Demonstrates the ability to choose methods for managing relationships with clients and suppliers.</li> <li>Solves simple, well-defined problems associated with the coordination and management of service, tourism, hotel, and restaurant activities.</li> </ul>
Responsibility and autonomy:	<p>The student is capable of making decisions at the level of their position and taking responsibility towards higher hierarchical levels.</p>



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

<b>7.1 General objective of the discipline</b>	<ul style="list-style-type: none"> <li>Understanding how a company in the hospitality industry can be managed and organized.</li> </ul>
<b>7.2 Specific objective of the discipline</b>	<ul style="list-style-type: none"> <li>To detail the specific structure of the hospitality industry and its relationship with tourism.</li> <li>To understand the procedures and regulations of this field of activity.</li> <li>To organize front-office and back-office activities.</li> <li>To communicate a basic understanding of the components of organizations specific to food service.</li> <li>To analyze the four functions of management: planning, organizing, motivating, and controlling within hospitality industry units.</li> <li>To identify the concept of hospitality, model, and build the principle of service quality.</li> </ul>

## 8. Content

8.1 Course	Teaching methods	Remarks
Ch. I. Introduction to the Hospitality Industry: The relationship between tourism and the hospitality industry, The structure of the hospitality industry in Romania and the forces influencing its development, The role of managers in the hospitality industry	the use of an interactive course with a lecture foundation; discussions during the course based on examples and articles from the specialized press and scientific articles; use of case studies to discuss theoretical aspects.	2 lectures
Ch. II. Organization of accommodation services: Evolution of accommodation structures, Classification of accommodation structures and their specific particularities		1 lecture
Ch. III. Front-office and back-office operations within an accommodation unit: Hotel Customer Cycle, Booking Activities,		1 lecture
Ch. III. Front-office and back-office operations within an accommodation unit: Incoming Reception, Outgoing Reception.		2 lectures
Ch. III. Front-office and back-office operations within an accommodation unit: Room service, Laundry, Technical and security aspects.		1 lecture
Ch. IV. Organization of food services: Concept and elements of food services, Social units		1 lecture
Ch. IV. Organization of food services: Commercial food establishments, Independent or networked		1 lecture
Ch. V. Operational system and functions of restaurants: Location of restaurants, General plan of restaurant arrangement, Particularities of fast food,		1 lecture
Ch. V. Operational system and functions of restaurants: Equipping the feeding units with		1 lecture



equipment and inventory for serving and working, Specific activities for serving,		
Ch. V. Operational system and functions of restaurants: Commercial function of the menu		1 lecture
Ch.VI. Hospitality Management The concept of hospitality, The managerial role in providing hospitality		1 lecture
Bibliography 1. Bardi, James A. (2010) – Hotel Front Office Management, Editura John Wiley & Sons, Third edition. 2. Clayton W. Barrows, Tom Powers, Dennis R. Reynolds, Introduction to management in the hospitality Industry, John Wiley & Sons, Inc, 2011. 3. Florea, C., Bugar M., Maitre D'Hotel, Editura Gema Print, București, 2003. 4. Lupu, N., Hotelul- economie și management, Editura All Beck, București 2010. 5. Negrușă, A., Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca, 2006. 6. Szende P., Operations Management in the Hospitality Industry, 2021, Emerald Publishing Limited. 7. Walker, J.R., Restaurant Concepts, Management and Operations, Eighth Edition, Wiley, 2017..		
8.2 Seminar / laboratory	Metode de predare	Observații
1. Brief presentation of the objectives of the seminar and the methods of evaluation	oral presentation, interactive presentation;	1 seminar
2. Analysis of the external environment – PESTEL analysis method	organizing interactive seminars in which students intervene directly in solving applications and case studies and are guided by the teacher;	1 seminar
3. Case Study Analysis - Hotel Classification and Discussions		1 seminar
4. Applications Conventional Reservation Planning Table + Density Chart for a Hotel)		1 seminar
5. Intruire software PMS – Infor HMS/ Protel air	Performing the work tasks set for front-office activities with PMS software; organizing interactive seminars in which students intervene directly in solving applications and case studies and are guided by the teacher;	2 seminarii
6. Analysis of efficiency indicators of the accommodation activity + Break even		1 seminar
7. Exercise of market share and Setting the price of preparations and beverages		1 seminar
8. Project + discussions and feedforward – stage 1		1 seminar
9. Exercise Operating Rates		1 seminar
10. Unit Visit / Case Study Analysis (Evos) + Mise-en-place Exercises		1 seminar
11. Applications Price Analysis within the Commercial Analysis range		2 seminarii
12. Project presentation.	oral presentation, interactive presentation;	1 seminar
Bibliography: see the bibliography from course		

## 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

- First of all, a general view regarding the manner how a company from the field of hospitality is organized and functions is compulsory for any graduate. Moreover, the graduates must understand their particularities and specific activities. Finally, it is important to know the methods practiced and applicable in this field in order to be able to properly fulfill specific tasks

## 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
10.4 Course	<ul style="list-style-type: none"> <li>Correctness and amplitude of theoretic knowledge</li> <li>Logic coherence</li> <li>Specialized terminology</li> <li>Understanding of basic concepts in the field of hospitality service management: check-in/check-out, restaurant plan, serving inventories, accommodation efficiency indexes, planning chart, service quality</li> </ul>	Final test	50%
10.5 Seminar/laboratory	<b>Compulsory attendance – minimum 50 % of total seminars</b> Capacity to use the acquired knowledge Interest towards study (proposal of discussion topics based on the optional references)	Seminar attendance and activities ( 2 assignments with the condition to participated before at the courses related to the topics from the seminars)	10 %
	<b>Compulsory attendance</b>	Training session HMS software	10%
	Study work elaborated on announced topic	Elaboration and oral presentation of a project (in teams of 3-4)	20 %
<b>10.6 Minimum standard of performance</b>			
<ul style="list-style-type: none"> <li>In order to calculate the final mark summing up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam</li> <li>comprehension of basic notions and their usage</li> <li>interpretations of the obtained results</li> <li>Assignments and projects are verified against plagiarism with Turnitin – no more than 25% similitude</li> <li>The evaluation mode is also maintained for the re-exam's session;</li> </ul>			

Content	Competencies acquired	Competencies evaluation method
Chap. I-VII	<b>C4.2. Analysis of the current situation; selection and proposal of several strategic alternatives for business development</b>	50% Project (Grade for content) + 50% grade for final test
Chap. I-VII	<b>C3.2. Identification of particularities of customer relationship and customer negotiation processes and selection of appropriate methods for solving problems specific to these processes</b>	50% grade for final test + 25% Training session HMS + 25% Assignments grade



	CT1. Implementation of ethical principles, norms, and values within one's own rigorous, effective, and responsible working strategy	50% Project (Grade for oral presentation) + 50% Assignments grade
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**11. Labels ODD (Sustainable Development Goals)<sup>1</sup>**

								
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**Date:**  
7.04.2025

**Signature of course coordinator**  
Prof.univ.dr. Adina Negrușă

**Signature of seminar coordinator**  
Prof.univ.dr. Adina Negrușă

**Date of approval:**  
10.04.2025

**Signature of the head of department**  
Conf.univ.dr. Marius Bota

<sup>1</sup> 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.”.