



SYLLABUS

Lodging operations and business strategies

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	Master
1.6. Study programme/Qualification	Business Administration in Hospitality and International Tourism /Master
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Lodging operations and business strategies	Discipline code	IME0033				
2.2. Course coordinator	Prof.univ.dr. Adina Negrusa						
2.3. Seminar coordinator	Prof.univ.dr. Adina Negrusa						
2.4. Year of study	I	2.5. Semester	2	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	3	of which: 3.2 course	2	3.3 seminar/laboratory	1
3.4. Total hours in the curriculum	42	of which: 3.5 course	28	3.6 seminar/laborator	14
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					30
Additional documentation (in libraries, on electronic platforms, field documentation)					30
Preparation for seminars/labs, homework, papers, portfolios and essays					38
Tutorship					2
Evaluations					2
Other activities:					6
3.7. Total individual study hours					108
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	Classroom equipped with computer and beamer
5.2. for the seminar /lab activities	Classroom equipped with computer and PMS software



6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none"> • C1. Running a business division/ subdivision in the hospitality and tourism sector • C4. Drawing up decision-based strategies/ alternatives specific to hospitality/ tourism units by means of modern information technology tools
Transversal competencies	<ul style="list-style-type: none"> • CT1 Use of professional ethics standards and values specific to the field of hospitality and tourism

6.2. Learning outcomes

Knowledge	<p>The student has in-depth knowledge regarding: planning and organization of human, material and financial resources; employee motivation; control of the activities carried out; customer relationship management of hotel companies.</p> <ul style="list-style-type: none"> • has advanced knowledge regarding the organization's management system and its constituent elements (decision-making, informational, organizational, methodological and human resources subsystems). • defines the concepts and principles specific to the coordination and management of service, tourism, hotel and restaurant activities
Skills	<p>The student has in-depth knowledge regarding: planning and organization of human, material and financial resources; employee motivation; control of the activities carried out; customer relationship management of hotel companies.</p> <ul style="list-style-type: none"> • demonstrates the ability to choose methods of managing relationships with customers and suppliers. • solves simple, well-defined problems associated with the coordination and management of service, tourism, hotel and restaurant activities.
Responsibility and autonomy:	<p>The student is able to make decisions at the level of the position he occupies and to assume responsibility towards the higher hierarchical levels.</p> <ul style="list-style-type: none"> • The student demonstrates the ability to develop proposals and make appropriate decisions, considering economic criteria. • The student establishes a positive, long-term relationship between organisations and third-party stakeholders, such as suppliers, distributors, shareholders and other stakeholders, in order to provide them with information about the organisation and its objectives.

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

7.1 General objective of the discipline	The objective of the course is to understand the structure and operation of lodging units and strategies in international tourism and hospitality context
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7.2 Specific objective of the discipline	<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.
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8. Content

8.1 Course	Teaching methods	Remarks
1. Overview of Lodging Industry <ul style="list-style-type: none"> • The history of lodging Lodging industry classification	interactive discussion, questioning, heuristic conversation	2 lectures
2. Front Office Operations <ul style="list-style-type: none"> • Organization • Reservations • Registration • Guest services • Night Audit Checkout	interactive discussion, questioning, heuristic conversation	3 lectures
3. Housekeeping <ul style="list-style-type: none"> • Housekeeping staff • Scheduling • Guest room cleaning • Public area cleaning Inventory and control	interactive discussion, questioning, heuristic conversation	1 lecture
4. Strategic pricing and Revenue Management <ul style="list-style-type: none"> • Fundamentals of Revenue Ways to achieve Revenue Management	interactive discussion, questioning, heuristic conversation	1 lecture
5. Strategic pricing and Yield Management Pricing and revenue optimization	interactive discussion, questioning, heuristic conversation	1 lecture
6. Strategic management process <ul style="list-style-type: none"> • Global competitiveness in the hospitality and lodging industry Situation analysis	interactive discussion, questioning, heuristic conversation	1 lecture
7. Strategic direction for lodging and tourism <ul style="list-style-type: none"> • Analysis of external and internal context Creating a strategic direction	interactive discussion, questioning, heuristic conversation	2 lectures
8. Strategy formulation <ul style="list-style-type: none"> • Concentration strategies • Vertical Integration strategies Diversification strategies	interactive discussion, questioning, heuristic conversation	1 lecture
9. Strategy implementation <ul style="list-style-type: none"> • Strategic restructuring Function level strategies	interactive discussion, questioning, heuristic conversation	1 lecture
10. Strategy implementation <ul style="list-style-type: none"> • Interorganizational relations Tourism clusters	interactive discussion, questioning, heuristic conversation	1 lecture
Bibliography:		



1. Bardi, James A. (2007) – Hotel Front Office Management, Editura John Wiley & Sons, Third edition.
2. Bojanic D., Reid R. , Hospitality Marketing Management, 6th Edition, Wiley, 2016
3. Lupu, N., Hotelul- economie și management, Editura All Beck, București 2010.
4. Negrușă, A., Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca, 2006.
5. Szende P., Operations Management in the Hospitality Industry, 2021, Emerald Publishing Limited.

8.2 Seminar / laboratory	Teaching methods	Remarks
Partners in lodging industry	Exercise and case study analysis	1 seminar
Measuring hotel performance	Exercise and case study analysis - Assignment	1 seminar
Reservation systems and operational reservation plans	Exercise and case study analysis – Assignment	2 seminars
Check-in/Check-out operations	Exercise and case study analysis	1 seminar
Scheduling and inventory tools	Exercise and case study analysis Assignment	1 seminar
Pricing and Yield Management	Exercise and case study analysis Practical Pricing for Hotel Industry	1 seminar
Pricing and Yield Management	Exercise and case study analysis Assignment	1 seminar
Analysis of the Lodging Industry Players	Exercise and case study analysis- presentation	1 seminar
Porter's Five Forces and Industry Characteristics	Exercise and case study analysis - presentation	1 seminar
Strategic Direction Organizational values, resources and competitive advantages	Exercise and case study analysis - presentation	1 seminar
Strategy formulation Vertical Integration strategies and Generic business strategies	Exercise and case study analysis-presentation	1 seminar
Strategy formulation Concentration strategies and Generic business strategies	Exercise and case study analysis-presentation	1 seminar
Bibliography: Same titles mentioned above		

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

The content of the discipline is in line with what is done in other university centers in the country and abroad. To adapt the content of the discipline to the requirements of the labor market, meetings were held with representatives of the business environment.

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"> correctly applying the learnt notions; identifying the correct solutions 	Final examination (exam period)	50%
10.5 Seminar/laboratory	<ul style="list-style-type: none"> Ability to apply learned concepts 	Assignments (3 min)	30%
	<ul style="list-style-type: none"> applying the methods and research tools applying the specific theoretical notions practical skills in the field 	Project	20%
10.6 Minimum standard of performance			
To obtain a grade of 5 it is necessary: <ul style="list-style-type: none"> To know the fundamental concepts who were taught; To appropriate use and apply specialized concepts. 			

Content	Competencies acquired	Competencies evaluation method
Topics. 1-13	C1. Running a business division/ subdivision in the hospitality and tourism sector.	50% Project (Grade for content) + 50% grade for final test
Topics. 1-13	C4. Drawing up decision-based strategies/ alternatives specific to hospitality/ tourism units by means of modern information technology tools	50% grade for final test + 50% Assignments grade
	CT1 Application of the principles, norms and of the values of professional ethics within one's own rigorous, efficient and responsible work strategies	50% Project (Grade for oral presentation) + 50% Assignments grade

11. Labels ODD (Sustainable Development Goals)

								
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Date:
7.04.2025

Signature of course coordinator
Prof.univ.dr. Adina Negrusa

Signature of seminar coordinator
Prof.univ.dr. Adina Negrusa

Date of approval:
10.04.2025

Signature of the head of department
Assoc. prof. dr. Marius BOTA