Cross-cultural competencies in international hospitality and tourism
Academic year 2025-2026

1. Information regarding the program

1.1. Higher education institution	Universitatea Babeş 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 International Hospitality and Tourism/Master
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Cross-cultural competencies in international hospitality and tourism				Discipline code		IME0069
2.2. Course coordinator		Lect. Elisabeta Butoi, PhD					
2.3. Seminar coordinator		Lect. Elisabeta Butoi, PhD					
2.4. Year of study	II	2.5. Semester	3	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	2	of which: 3.2 course	1	3.3 seminar/laboratory	1
3.4. Total hours in the curriculum	28	of which: 3.5 course	14	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)					20
Additional documentation (in libraries, on electronic platforms, field documentation)					16
Preparation for seminars/labs, homework, papers, portfolios and essays					22
Tutorship					2
Evaluations					8
Other activities:					4
3.7. Total individual study hours					72
3.8. Total hours per semester					100
3.9. Number of ECTS credits					4

4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-

5. Conditions (if necessary)

5.1. for the course	Room equipped with video-projector and computer.
5.2. for the seminar /lab activities	Room equipped with video-projector and computer.

6.1. Specific competencies acquired

Professional/essential competencies	• C3. Ability to identify and diagnose the influences of global economic, political, cultural, and environmental factors specific to the hospitality and tourism sector, both internationally and locally. • C1. Running a business division/ subdivision in the hospitality and tourism sector. ○ Sensitivity to cultural differences in tourism demand ○ Use a repertoire of behavioural skills appropriate for different intercultural situations
Transversal competencies	• CT3. Making effective use of various learning resources and techniques for personal development

6.2. Learning outcomes

Knowledge	• The student operates with theoretical constructs regarding understanding of interpersonal relationships, societal trends and influences, and cultural dimensions; skills and strategies for effective communication within organizations.
Skills	• The student promotes a collaborative environment; makes informed and rational decisions, contributes to the development and implementation of business policies; conveys information clearly and concisely, both verbally and in writing.
Responsibility and autonomy:	• The student coherently uses the concepts in order to: adopt informed and rational decisions to ensure the best possible results in complex and unpredictable situations; monitor and evaluate the impact of implemented policies; assume responsibility for the quality and accuracy of the information communicated.

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

7.1 General objective of the discipline	This course is collaborative because the students are expected to provide some of the content. The weekly readings target particular aspects of cultural diversity, cultural heritage and its importance for sustainable development. Working within those topics, teams of students are asked to describe aspects of tourism behaviour in particular cultures based on their research and/or personal experiences. Students use both formal presentations and informal discussions to engage each other in learning about different cultural expectations. • To understand the definition of culture and how it applies to international tourism issues. • To review the concepts and issues surrounding international culture and business management. • To identify new directions of critical interest for the organizational behaviour topic at all the organizational levels, and to facilitate the rapid changes that take place in the organizations.

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7.2 Specific objective of the discipline	• Knowledge about the models and methods of analyzing intercultural differences in tourists' behavior. • To become more aware of the student's own culture as a starting point for understanding other cultures. • To learn specific skills that will increase the student's ability to integrate with, live within and enjoy a foreign culture. • To enhance critical analysis skills in order to understand multiple dimensions of organizational reality. • To generate interest for a series of topics that are not necessarily mainstream.

8. Content

8.1 Course	Teaching methods	Remarks
Globalization and tourism industry. Cultural diversity	interactive discussion, questioning, heuristic conversation	2 lectures
Cultural theories and practices • Communication resourcefulness theory Uncertainty management theory	interactive discussion, questioning, heuristic conversation	2 lectures
Cultural variability. Hofstede's cultural dimensions	interactive discussion, questioning, heuristic conversation	2 lectures
Cultural influences on services	interactive discussion, questioning, heuristic conversation	2 lectures
Cultural influences on buyer's personal characteristics	interactive discussion, questioning, heuristic conversation	2 lectures
Cultural influences on buyer's decision process	interactive discussion, questioning, heuristic conversation	2 lectures
Cultural characteristics for European, Asian and North American tourists	interactive discussion, questioning, heuristic conversation	2 lectures

Bibliography
1. Brotherton B., The International Hospitality Industry, BH Elsevier, 2003
2. Mead, Richard - International management - Cross Cultural Dimensions, Blackwell
Publishing, International, 2005
3. Hall, E., & Hall, M. Understanding cultural differences, Intercultural Press, Yarmouth, ME 1990.
4. Reisinger Y., International Tourism. Cultures and behaviours, BH Elsevier, 2009
5. Reisinger Y., Turner L., Cross-cultural behaviour in tourism, BH Elsevier, 2004.
6. Wagner, J.A. și Hollenbeck, J.R. (2010). Organizational Behavior, Routledge, Taylor Francis Group
7. Slocum, W. și Hellriegel, D. (2009). Principles of Organizational Behavior, 12thEd. South-Western Chengage Learning.

8.2 Seminar / laboratory	Metode de predare	Observații
Introduction and overview – expectations, course goals, syllabus. Project Teams set up and topics.	Exercise and case study analysis	2 seminars
Individual exercises. The Fundamentals of Culture. Essay evaluation.	Exercise and case study analysis	2 seminars
Individual exercises. Drivers and consequences of globalization.	Exercise and case study analysis	2 seminars
Concept of "National Culture". Typologies of Hofstede. Essay evaluation	Exercise and case study analysis	2 seminars

Cultural influences on buyer's personal characteristics	Exercise and case study analysis	2 seminars
Types of culture in tourism.	Project activity	2 seminars
Cultural influences on buyer's decision process	Project presentation	2 seminars

Bibliography
1. Brotherton B., The International Hospitality Industry, BH Elsevier, 2003
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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 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

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	• correctly applying the learned notions. identifying the correct solutions.	Final Written Exam (multiple choice quiz)	40%
10.5 Seminar/laboratory	• correctly applying the learned notions practical utilization of learned notions	Assignments (min.3 tasks/essays)	30%
	• applying the methods and research tools • applying the specific theoretical notions practical skills in the field	Project	30%
10.6 Minimum standard of performance			

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

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11. Labels ODD (Sustainable Development Goals)[1]

General label for Sustainable Development							
			4 EDUCAȚIE DE CALITATE				8 MUNCĂ DECENTĂ ȘI CREȘTERE ECONOMICĂ
			13 ACȚIUNE CLIMATICĂ				

Date:	**Signature of course coordinator**
27.03.2025	Lect. Elisabeta Butoi, PhD

	Signature of seminar coordinator
	Lect. Elisabeta Butoi, PhD

Date of approval:	**Signature of the head of department**
10.04.2025	Assoc. Prof. Marius Bota, PhD

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[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.*".