



COURSE DESCRIPTION
General Management
Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field	Business Administration
1.5. Level of study	Bachelor
1.6. Degree 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/Management general			Codul disciplinei	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 assessment	Exam
2.7. Course status	Compulsory			2.8. Course type	Specialisation subject

3. Total estimated time (hours per semester of teaching activities)

3.1. Number of hours per week	4	of which: 3.2. course	2	3.3. seminar/ laboratory/ project	2
3.4. Total of hours in the curriculum	56	of which: 3.5. course	28	3.6. seminar/ laboratory	28
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					28
Additional research in the library, on subject-specific electronic platforms, and on-site					28
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					28
Tutoring (professional guidance)					2
Examinations					2
Other activities					6
3.7. Total hours of individual study (IS) and self-taught activities (ST)				94	
3.8. Total hours per semester				150	
3.9. Number of credits				6	

4. Prerequisites (where applicable)

4.1. curriculum-related	-
4.2. skills-related	-

5. Specific conditions (where applicable)

5.1. course-related	Mobile phones should be on silent during the lecture.
5.2. seminar/laboratory-related	Mobile phones should be on silent during the seminar.

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC1	Gathering, processing and analysing data regarding the interaction between a company/an organisation and the external environment
PC2	Providing assistance for running a company/an organisation as a whole
PC6	Implementing the systems for quality, environment, and food safety management in the hospitality industry
Transversal competencies	
Competency code	Competency
TC1	Implementing ethical principles, norms and values within one's own rigorous, efficient, and responsible strategy of work

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC1	RDF7.1 The student identifies and analyses the theories, concepts, and instruments required for managerial processes in relation to the organizational environment. RDF13.1 The student defines the concepts and principles specific to the coordination and management of activities in the fields of services, tourism, hospitality, and food service.	RDF7.1 The student analyses and interprets organizational phenomena, situations, and processes from the perspective of managerial functions. RDF13.1 The student solves simple, well-defined problems associated with the coordination and management of activities in the fields of services, tourism, hospitality, and food service.
PC2	RDF7.2 The student operates with theoretical constructs and recognizes the relevance of the management system and its subsystems.	RDF7.2 The student applies management systems, methods, and techniques in order to solve complex economic and managerial problems encountered in organizational practice.
PC6	RDF7.4: The student works with theoretical constructs and recognizes the relevance of the management system and its subsystems. RDF13.2: The student defines the concepts and principles specific to the coordination and management of activities within hospitality services.	RDF7.4: The student applies management systems, methods, and techniques to solve problems arising in organizational practice. RDF13.2: The student solves simple problems associated with the coordination and management of activities in the service, tourism, hospitality, and food service sectors.
TC1	RDF7.3 The student identifies, differentiates, and appropriately uses the concepts and methods required in the decision-making process within organizations.	RDF7.3 The student scientifically substantiates managerial decisions

7. Subject-specific learning outcomes

Knowledge and understanding
1. The four core functions of management: planning, organizing, motivating, and controlling.
2. The principal tools, methods, and frameworks associated with each management function.
3. The role and responsibilities of managers in carrying out these functions across organizational levels.

4. Describe the process-based and structural organization, the information system, and the main management methods, including within the context of hospitality services.
Specific academic skills
1. Students will be able to analyse a management scenario and identify which of the four functions (planning, organizing, motivating, controlling) is being enacted and why.
2. Students will be able to apply and construct a simple organizational structure appropriate to the size and purpose of a described organization.
3. Students will be able to evaluate and argue the relative importance of each management function in a given organizational context, with a reasoned justification

8. Contents

8.1. Course	Teaching and learning methods	Remarks
Management process definition, components, managerial work	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Knowledge and managerial skills, managerial labor differentiation, hierarchical levels	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
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 standards
Specific environment, analysis and management of environmental conditions.	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Defining the planning stages of the planning process	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Stages of the planning process, planning tools and techniques	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
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 standards
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 standards
Organizational function introduction	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Designing organizational structures: Functions of an organization	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Type of organizational structures and departmentalization.	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Definition and importance of motivation; Motivational theories	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Modern motivational theories	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards
Reviewing the concepts, methods, and tools	Lectures, video analysis, short interactive exercises, and demonstrations	Course subjects, evaluation methods, deadlines, and performance standards

Bibliography		
1. BARTOL, Kathryn, MARTIN, David C., <i>Management</i>, International Edition, McGraw-Hill Inc., 1998. 2. DAFT, Richard L. <i>Management</i> (12th 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. 6. WILSON, David C., ROSENFELD, Robert H., <i>Managing Organizations, Text, Reading and Cases</i>, McGraw-Hill Book Company, 1990		
8.2. Seminar/ laboratory	Teaching and learning 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		
1. BARTOL, Kathryn, MARTIN, David C., <i>Management</i>, International Edition, McGraw-Hill Inc., 1998. 2. DAFT, Richard L. <i>Management</i> (12th 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.		

6. WILSON, David C., ROSENFELD, Robert H., *Managing Organizations, Text, Reading and Cases*, McGraw-Hill Book Company, 1990

9. 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).

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4. Course	• 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 – 30 questions)	60%
9.5. Seminar/ laboratory	• Understand the methods and tools applied in the decision-making process. • Make connections with organizational practice	Applications Test (week 12 th - during lecture)	20%
	• Read the recommended materials. • Involvement in seminar exercises • Useful and polite feedback for colleagues and teacher.	3 homework assignments during the semester (week 5 th , 8 th , and 12 th - quiz - the answers are valid only if the solution is enclosed) and 1 Case Study (3-person team - week 14 th)	20%
9.6 Minimum standard for passing			
• Understand the main concepts associated with the managerial process. • Identify simple examples for business strategies.			
Remarks			
• The Final Exam is a multiple-choice test with one correct answer. • During the applications test, students must have a computer to perform calculations; • Students are not allowed to have smart devices with them during the applications test and the final exam.			
Bonus points			
Involvement during lectures and seminars, and responses to bonus activities (up to 15%).			

10. SDG labels (Sustainable Development Goals)¹

	☐	Sustainable Development Generic Label						
								
☐	☐	☐	☐	☐	☐	☐	☐	☐
☐	☐	☐	☐	☐	☐	☐	☐	☐

Date of entry:

22.05.26

Signature of course coordinator

Lect. Elisabeta Butoi, PhD

Signature of seminar coordinator

Lect. Elisabeta Butoi, PhD

Date of approval in the department:

27.05.26

Signature of the head of department

Assoc. Prof. Marius BOTA, PhD

¹ Select a single label which, according to the [Implementation of SDG labels in the academic process](#), best matches the subject. If the subject addresses sustainable development in a generic manner (i.e. by presenting/introducing the general framework of sustainable development, etc.), then the Sustainable Development generic label may be applied. If none of the labels describe the subject, select the last option: "No label applies."