



COURSE DESCRIPTION
(Management of Hospitality Services)
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	<i>Management of Hospitality Services/Managementul serviciilor de ospitalitate</i>			Codul disciplinei	ILE0053
2.2. Course coordinator	Prof.univ.dr.habil. Adina Letiția Negrușă				
2.3. Seminar coordinator	Prof.univ.dr.habil. Adina Letiția Negrușă				
2.4. Year of study	2	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)					4
Additional research in the library, on subject-specific electronic platforms, and on-site					0
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					8
Tutoring (professional guidance)					1
Examinations					1
Other activities					5
3.7. Total hours of individual study (IS) and self-taught activities (ST)				19	
3.8. Total hours per semester				75	
3.9. Number of credits				3	

4. Prerequisites (where applicable)

4.1. curriculum-related	
4.2. skills-related	

5. Specific conditions (where applicable)

5.1. course-related	Digital equipment &PMS software
5.2. seminar/laboratory-related	Digital equipment &PMS software

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC32	Identification of particularities of customer relationship and customer negotiation processes and selection of appropriate methods for solving problems specific to these processes.
PC42	Analysis of the current situation; selection and proposal of several strategic alternatives for business development.
Transversal competencies	
Competency code	Competency
TC1	Implementation of ethical principles, norms, and values within one's own rigorous, effective, and responsible working strategy.

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC32 PC42	The graduate 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.	The graduate is able to analyze the organizational 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.
TC1	The graduate knows the principles, norms and values of professional ethics applicable in hospitality management.	The graduate responsibly applies hospitality management tools and techniques, in compliance with ethical and professional integrity norms.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student understands the economic dimensions, structures, dynamics, and performance specific to the hospitality industry.
2. The student defines the concepts and principles specific to the coordination and management of service, tourism, hotel, and restaurant activities.
3. The students recognize procedures specific for hotel and hospitality industry, identify contexts when to apply different instruments to analyze and take decisions.
Specific academic skills
1. The student demonstrates the ability to choose methods for managing relationships with clients and suppliers.
2. The student solves simple, well-defined problems associated with the coordination and management of service, tourism, hotel, and restaurant activities.

8. Contents

8.1. Course	Teaching and learning methods	Remarks
Cap.1. Introduction to the hospitality sector – the conceptual framework of the hospitality industry, its relationship with tourism, the structure of the sector and the main factors influencing its development, with a focus on the economic role and the concept of value for the customer.	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.	1 lecture
Cap.2. Value creation in hospitality - the mechanisms of value creation in the context of hospitality, by addressing stakeholders, the value chain and the role of the customer experience in obtaining the competitive advantage.		1 lecture
Cap.3. Accommodation structures - typology and classification of accommodation structures, as well as their evolution, in correlation with current industry trends.		1 lecture
Cap.4. Hotel customer cycle and front-office operations - the stages of the customer cycle, from booking to departure, highlighting the operational processes and their contribution to the quality of the services offered		1 lecture
Cap.4. Hotel customer cycle and front-office operations – front-office-specific activities, including check-in and check-out procedures, customer communication and management of operational situations, in the context of service quality assurance.		2 lectures
Cap.5 Organization of back-office operations - operational support activities (housekeeping, maintenance, security) and their role in maintaining quality and efficiency standards in accommodation units.		1 lecture
Cap.6. Business models in food services - theoretical perspectives on consumer behavior and the structure of the food services market		1 lecture
Cap.7. The operational system of restaurants - the principles of location, organization and operation. Concepts regarding service design, operational flows and their impact on performance and customer experience are addressed.		2 lectures
Cap.8. Pricing policy and revenue optimization - the role of the menu as a strategic tool		2 lectures
Cap.9. The role of leadership in service organizations - organizational culture and the relationship between human resource management, employee satisfaction and service performance.	1 lecture	
Bibliography		

1. Bardi, James A., Hotel Front Office Management, Editura John Wiley & Sons, Third edition 2010. 2. Lupu, N., Hotelul- economie și management, Editura All Beck, București 2010. 3. Negrușă, A., Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca, 2006. 4. Reynolds, D., Rahman, I., Clayton, B., Introduction to Hospitality Management, Ed. Wiley, 2021 5. Szende P., Operations Management in the Hospitality Industry, 2021, Emerald Publishing Limited. 6. Walker, J.R., Restaurant Concepts, Management and Operations, Eighth Edition, Wiley, 2017.		
8.2. Seminar/ laboratory	Teaching and learning methods	Remarks
Brief presentation of the objectives of the seminar and the methods of evaluation		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	2 seminars
6. Analysis of efficiency indicators of the accommodation activity + Break even	organizing interactive seminars in which students intervene directly in solving applications and case studies and are guided by the teacher	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 seminars
12. Project presentation.	oral presentation, interactive presentation	1 seminar
Bibliography		
see the bibliography from course		

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).

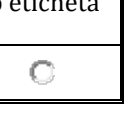
Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4. Course	- Correctness and amplitude of theoretic knowledge - Logic coherence - Specialized terminology - Understanding of basic concepts in the field of hospitality service management: check-in/check-out, restaurant plan, serving inventories, accommodation efficiency indexes, planning chart, service quality	Test multiple choice questions	40%
9.5. Seminar/ laboratory	Compulsory attendance – minimum 50 % of total seminars	Seminar attendance and activities (resolving 2 assignments with the	20%

	Capacity to use the acquired knowledge Interest towards study (proposal of discussion topics based on the optional references)	<i>condition to participated before at the courses related to the topics from the seminars)</i>	
	Compulsory attendance for 2 seminars PMS training sessions	Tasks requested for using PMS software	10%
	Study work elaborated on announced topic	Elaboration and oral presentation of a project (in teams of 3-4)	30%

9.6 Minimum standard for passing

- 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
- comprehension of basic notions and their usage
- interpretations of the obtained results
- Assignments and projects are verified against plagiarism with Turnitin – no more than 25% similitude
- The evaluation mode is also maintained for the re-exam's session.

10. SDG labels (Sustainable Development Goals)¹

		Sustainable Development Generic Label						
								
								Nu se aplică nici o etichetă
								

Date of entry:

22.05.26

Signature of course coordinator

Prof.univ.dr.habil. Adina Letiția Negrușă

Signature of seminar coordinator

Prof.univ.dr.habil. Adina Letiția Negrușă

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."