



COURSE DESCRIPTION
Hospitality Business Budgeting
Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Business
1.4. Field	Business Administration
1.5. Level of study	Bachelor
1.6. Degree programme / Qualification	Business Administration in Hospitality/Bachelor in Economic Studies
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Hospitality Business Budgeting			Codul disciplinei	ILE0087
2.2. Course coordinator	Assoc. Prof. Dr. Dragoș PĂUN				
2.3. Seminar coordinator	Assoc. Prof. Dr. Dragoș PĂUN				
2.4. Year of study	3	2.5. Semester	2	2.6. Type of assessment	Exam
2.7. Course status	Compulsory			2.8. Course type	Domain subject

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

3.1. Number of hours per week	2	of which: 3.2. course	1	3.3. seminar/ laboratory/ project	1
3.4. Total of hours in the curriculum	36	of which: 3.5. course	24	3.6. seminar/ laboratory	12
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					24
Additional research in the library, on subject-specific electronic platforms, and on-site					24
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					24
Tutoring (professional guidance)					10
Examinations					4
Other activities					3
3.7. Total hours of individual study (IS) and self-taught activities (ST)				89	
3.8. Total hours per semester				125	
3.9. Number of credits				5	

4. Prerequisites (where applicable)

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

5. Specific conditions (where applicable)

5.1. course-related	Lecture hall equipped with video-projector and computer
5.2. seminar/laboratory-related	Room equipped with video-projector and computer

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC1	Gathering, processing, and analysing economic data for business management.
PC4	Implementing business development strategies 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 PC4 TC1	The graduate has knowledge of accounting, processing, and analysing of economic and financial information required for an effective organisation and management of companies operating in the hospitality industry.	The graduate is able to use methods, techniques, and tools specific to the financial and accounting management of an enterprise as a whole, specialist software included.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student/graduate knows the concept of budget, its traditional content and modern significance in business planning.
2. The student/graduate identifies modern budgeting methods (zero-based budget, functional budgets, performance-based budgets).
3. The student/graduate describes the structure of the master budget and financial flows at hospitality companies.
4. The student/graduate understands break-even analysis and cost analysis specific to the hospitality industry.
Specific academic skills
1. The student/graduate calculates the investment budget and master budget of a hospitality company.
2. The student/graduate analyses break-even and costs in the specific context of hospitality services.
3. The student/graduate develops financial forecasts and proposes solutions to achieve budgetary objectives.
4. The student/graduate designs solutions to increase revenues and generate a positive operational cash flow.

8. Contents

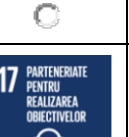
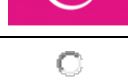
8.1. Course	Teaching and learning methods	Remarks
Fundamentals of corporations and hospitality business	Interactive lecture, problem-solving	1 lecture
Basics of budgeting	Interactive lecture, problem-solving	1 lecture
Cash budget	Interactive lecture, problem-solving	1 lecture
Break-even analysis in hospitality services	Interactive lecture, problem-solving	1 lecture
Capital budgeting process	Interactive lecture, problem-solving	1 lecture
Cost control in hospitality services	Interactive lecture, problem-solving	1 lecture
Recap	Interactive lecture, problem-solving	1 lecture
Bibliography		
1. Prodanov, S., Capital Budgeting: A Distance Learning Academic Course Book, Ed. ABAGAR, 2012 2. Shapiro, A.C., Capital Budgeting and Investment Analysis, Pearson, 2004 3. Shim, J., Siegel, J., Shim, A., Budgeting Basics and Beyond, Wiley, 2012 4. Lalli, W., Handbook of Budgeting, Wiley, 2012		
8.2. Seminar/ laboratory	Teaching and learning methods	Remarks
Fundamentals of corporations and hospitality business	Exercises, case studies	1 seminar
Basics of budgeting	Exercises, case studies	1 seminar
Cash budget	Exercises, case studies	1 seminar
Break-even analysis in hospitality services	Exercises, case studies	1 seminar
Capital budgeting process	Exercises, case studies	1 seminar
Cost control in hospitality services	Exercises, case studies	1 seminar
Recap	Exercises, case studies	1 seminar
Bibliography		
1. Prodanov, S., Capital Budgeting: A Distance Learning Academic Course Book, Ed. ABAGAR, 2012 2. Shapiro, A.C., Capital Budgeting and Investment Analysis, Pearson, 2004 3. Shim, J., Siegel, J., Shim, A., Budgeting Basics and Beyond, Wiley, 2012 4. Lalli, W., Handbook of Budgeting, Wiley, 2012		

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	1. Knowledge of the concept of budget and modern budgeting methods; 2. Understanding the structure of master budget and financial flows in hospitality; 3. Identification and explanation of break-even analysis and cost analysis; 4. Knowledge of capital budgeting at hospitality companies; 5. Ability to link different types of budgets; 6. Economic interpretation of budgetary results	Final written exam (in the examination session)	60%
9.5. Seminar/ laboratory	1. Application of budgeting methods in a practical case study; 2. Development of a master budget for a hospitality company; 3. Break-even analysis on a real case	Project (throughout the semester)	40%
9.6 Minimum standard for passing			
Minimum grade of 5 in the final exam (written); knowledge of fundamental concepts and their application in exercises; economic interpretation of results obtained.			

10. SDG labels (Sustainable Development Goals)

		Sustainable Development Generic Label						
								
								Nu se aplică nici o etichetă
								

Date of entry:

22.05.2026

Signature of course coordinator

Assoc. Prof. Dr. Dragoș PĂUN

Signature of seminar coordinator

Assoc. Prof. Dr. Dragoș PĂUN

Date of approval in the department:

27.05.2026

Signature of the head of department

Prof. Ioan Cristian CHIFU, PhD