



COURSE DESCRIPTION

Lodging operations and business strategies

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	Master
1.6. Degree 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			Codul disciplinei	IME0033
2.2. Course coordinator	Prof.habil.univ.dr. Adina Negrusa				
2.3. Seminar coordinator	Prof.habil.univ.dr. Adina Negrusa				
2.4. Year of study	1	2.5. Semester	2	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	3	of which: 3.2. course	2	3.3. seminar/ laboratory/ project	1
3.4. Total of hours in the curriculum	42	of which: 3.5. course	28	3.6. seminar/ laboratory	14
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					30
Additional research in the library, on subject-specific electronic platforms, and on-site					30
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)				108	
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	Classroom equipped with computer and beamer
5.2. seminar/laboratory-related	Classroom equipped with computer and PMS software

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC1	Running a business division/ subdivision in the hospitality and tourism sector
PC4	Drawing up decision-based strategies/ alternatives specific to hospitality/ tourism units by means of modern information technology tools
Transversal competencies	
Competency code	Competency
TC1	Use of professional ethics standards and values specific to the field of hospitality and tourism

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC1	1. The graduate has in-depth knowledge of micro- and macro-marketing components, as well as regarding their implications for international businesses in the hospitality industry and tourism.	1. The graduate has an advanced ability to identify and analyse various opportunities to adapt businesses operating in the hospitality industry and international tourism to the elements of the micro- and macro-marketing environment, using specific techniques and tools.
PC4		
TC1		

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student/graduate explains and understands the key concepts and principles regarding: planning and organization of human, material and financial resources; employee motivation; control of the activities carried out; customer relationship management of hotel companies.
2. The student/graduate knows how to analyze the external and internal environment of an organization, identifying strengths and weaknesses, in order to provide a basis for the company's strategies and for further planning.
3. The student/graduate knows about the organization's management system and its constituent elements (decision-making, informational, organizational, methodological and human resources subsystems).
Specific academic skills
1. The student demonstrates the ability to choose methods of managing relationships with customers and suppliers.
2. The student demonstrates the ability to solve simple, well-defined problems associated with the coordination and management of service, tourism, hotel and restaurant activities
3. The student/graduate apply strategic planning.

8. Contents

8.1. Course	Teaching and learning methods	Remarks
1. Overview of Lodging Industry The history of lodging Lodging industry classification	interactive discussion, questioning, heuristic conversation	2 lectures
2. Front Office Operations - Organization - Reservations - Registration - Guest services - Night Audit Checkout	interactive discussion, questioning, heuristic conversation	3 lectures
3. Housekeeping - 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 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 Global competitiveness in the hospitality and lodging industry Situation analysis	interactive discussion, questioning, heuristic conversation	1 lecture
7. Strategic direction for lodging and tourism Analysis of external and internal context Creating a strategic direction	interactive discussion, questioning, heuristic conversation	2 lectures
8. Strategy formulation - Concentration strategies - Vertical Integration strategies Diversification strategies	interactive discussion, questioning, heuristic conversation	1 lecture
9. Strategy implementation Strategic restructuring Function level strategies	interactive discussion, questioning, heuristic conversation	1 lecture
10. Strategy implementation 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 and learning 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

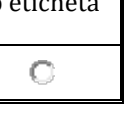
Check-in/Check-out operations	Exercise and case study analysis	1 seminar
Scheduling and inventory tools	Exercise and case study analysis Assignment	1 seminar
Pricing and Yield Management	Exercise and case study analysis Practical Pricing for Hotel Industry	1 seminar
Pricing and Yield Management	Exercise 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. 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	correctly applying the learnt notions; identifying the correct solutions	Final examination (exam period)	50%
9.5. Seminar/ laboratory	Ability to apply learned concepts	Assignments (3 min)	30%
	- applying the methods and research tools - applying the specific theoretical notions practical skills in the field	Project	20%
9.6 Minimum standard for passing			
To obtain a grade of 5 it is necessary:			
- To know the fundamental concepts who were taught; - To appropriate use and apply specialized concepts.			

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. Adina Negrusa

Signature of seminar coordinator

Prof.univ.dr. Adina Negrusa

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."