



COURSE DESCRIPTION

Reports and analysis for decision process

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	ADMINISTRAREA AFACERILOR ÎN OSPITALITATE ȘI TURISM INTERNATIONAL (cu predare în limba engleză)/Master
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Rapoarte și analize în procesul decizional (Reports and analysis for decision process)			Codul disciplinei	IME0045
2.2. Course coordinator	Prof. dr. Adina Letiția Negrușă				
2.3. Seminar coordinator	Conf. dr. Rozalia Veronica Rus				
2.4. Year of study	2	2.5. Semester	4	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	2	of which: 3.2. course	1	3.3. seminar/ laboratory/ project	1
3.4. Total of hours in the curriculum	24	of which: 3.5. course	12	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)					25
Additional research in the library, on subject-specific electronic platforms, and on-site					10
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					50
Tutoring (professional guidance)					4
Examinations					2
Other activities					10
3.7. Total hours of individual study (IS) and self-taught activities (ST)				101	
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	The course takes place in a room with computers. Students need a Microsoft institutional account, Microsoft Teams application, computer, Internet access, access to software (Microsoft Office, Opera PMS, Infor HMS, eXpresSoft Master, eXpresSoft myBusiness, eXpresSoft Check, POS for Restaurant, Breeze, KeepApp).
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5.2. seminar/laboratory-related	Microsoft institutional account, Microsoft Teams application, computer, Internet access, software (Microsoft Office, Opera PMS, eXpresSoft Master, eXpresSoft myBusiness, eXpresSoft Check, POS for Restaurant (Breeze), KeepApp, Infor HMS).
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6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC4	Drawing up decision-based strategies/ alternatives specific to hospitality/ tourism units by means of modern information technology tools
PC5	Drawing up various reports/ studies useful for the running of a hospitality/ tourism unit and the provision of consultancy in the field
Transversal competencies	
Competency code	Competency
TC2	Identification of roles and responsibilities in a team and their implementation within various hospitality and tourism-based businesses

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC5 PC5 TC2	The graduate has in-depth knowledge of how to plan and manage human, material, and financial resources, how to motivate employees and monitor activities, as well as how to manage customer relationships with enterprises operating in the hospitality industry and international tourism.	The graduate has a high ability to use complex techniques and tools to analyse the organisational environment so that enterprises operating in the hospitality industry and international tourism can adapt to the identified requirements and challenges; the graduate is capable of drawing up and implementing business strategies; the graduate is able to use specialist software; also, the graduate demonstrates an ethical conduct and a customer-oriented behaviour.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student identifies and explains the types of reports used in the hospitality industry, describing the role of financial, statistical, and operational reports in supporting decision-making and monitoring organizational performance.
2. The student analyzes the concepts and indicators specific to hotel management, explaining how the information generated by information systems contributes to the planning, control and optimization of the organization's activities.
Specific academic skills
1. The student uses specialized software and analysis tools to generate, interpret and capitalize on reports from hotel management systems, POS systems and revenue management applications, to support the decision-making process.
2. The student develops managerial reports and analyses, interprets key performance indicators and formulates recommendations on improving organizational performance, collaborating effectively in multidisciplinary teams and assuming professional responsibilities specific to the hospitality field.

8. Contents

8.1. Course	Teaching and learning methods	Remarks
Visualizing data. Types of reports in Hospitality and Tourism Industry	interactive discussion, questioning, heuristic conversation	2 courses

8.1. Course	Teaching and learning methods	Remarks
(Property reports, Financial reports, Statistical reports).		
Monitoring key performance indicators. Key performance indicators for revenue management in hotels. Data analysis	interactive discussion, questioning, heuristic conversation	3 courses
Revenue management reports (Revenue per available room. Rate structure. Rates configuration. Selling strategies)	interactive discussion, questioning, heuristic conversation	1 course
Generating the hotels' reports from Property Management Systems (Guest accounting in PMS. Daily reports. Internal hotel management reports.)	interactive discussion, questioning, heuristic conversation	2 courses
Hotel management reports (EOD (End of day) reports. EOS (End of shift) reports. Housekeeping reports)	interactive discussion, questioning, heuristic conversation	1 course
Hotel management reports (Monthly reports. EOM (End of month) reports. Annual reports. Forecasting reports. Statistics)	interactive discussion, questioning, heuristic conversation	1 course
Food and beverage services management reports (Sales reports, Promotions, Delivery reports, Z reports (End of Shift or Day), Z archive)	interactive discussion, questioning, heuristic conversation	1 course
Food and beverage services management reports (Inventory reports. Purchase and acquisitions reports. Statistics and forecasting reports)	interactive discussion, questioning, heuristic conversation	1 course
Bibliography		
1. Bardi, James A. (2011) – Hotel Front Office Management, Editura John Wiley & Sons, Fifth edition. 2. Benckendorff, Pierre J., Zheng Xiang, and Pauline J. Sheldon (2019). Tourism information technology, 3rd edition. Cabi. 3. Collins, G. R., Cobanoglu, C., (2013), Hospitality Information Technology: learn how to use it, Kendall Hunt Pub. 4. David K. Hayes (2010), Revenue Management for the Hospitality Industry, John Wiley and Sons. 5. Enz, Cathy A. (2009), Hospitality Strategic Management: Concepts and Cases, John Wiley and Sons, 6. Negrușă, A. (2006), Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca. 7. Nyheim, Peter, and Daniel Connolly (2011), Technology strategies for the hospitality industry, Prentice Hall Press.		
8.2. Seminar/ laboratory	Teaching and learning methods	Remarks
Visualizing data. Types of reports in Hospitality and Tourism Industry	step-by-step training, exercise and case study analysis	2 seminars
Monitoring key performance indicators	step-by-step training, exercise and case study analysis	3 seminars
Revenue management reports	step-by-step training, exercise and case study analysis	1 seminar
Generating the hotels' reports from Property Management Systems	step-by-step training, exercise and case study analysis	2 seminars
Hotel management reports	step-by-step training, exercise and case study analysis	2 seminars
Food and beverage services management reports	step-by-step training, exercise and case study analysis	2 seminars
Bibliography		
1. Bardi, James A. (2011) – Hotel Front Office Management, Editura John Wiley & Sons, Fifth edition. 2. Benckendorff, Pierre J., Zheng Xiang, and Pauline J. Sheldon (2019). Tourism information technology, 3rd edition. Cabi. 3. Collins, G. R., Cobanoglu, C., (2013), Hospitality Information Technology: learn how to use it, Kendall Hunt Pub. 4. David K. Hayes (2010), Revenue Management for the Hospitality Industry, John Wiley and Sons.		

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5. Enz, Cathy A. (2009), Hospitality Strategic Management: Concepts and Cases, John Wiley and Sons, 6. Negrușă, A. (2006), Managementul unităților hoteliere, Editura Alma Mater, Cluj-Napoca, 7. Nyheim, Peter, and Daniel Connolly (2011), Technology strategies for the hospitality industry, Prentice Hall Press.		

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	- identifying and explaining the types of reports used in the hospitality industry; - analysis of key performance indicators; - interpretation of information generated by hotel information systems; - the ability to analyze and interpret financial, statistical and operational reports; - application of concepts and indicators specific to hotel management;	Exam - Theory test	50 %
9.5. Seminar/ laboratory	- the use of specialized software for the generation and analysis of reports; - interpretation of operational and financial indicators; - developing management reports and analyses; formulating recommendations to improve performance;	Project	50 %
9.6 Minimum standard for passing			
- knowledge of basic notions and their application to practical situations; - interpretation of obtained results.			

10. SDG labels (Sustainable Development Goals)¹

		Sustainable Development Generic Label
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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."

1 FĂRĂ SĂRĂCIE 	2 FOAMETE „ZERO” 	3 SĂNĂTATE ȘI BUNĂSTARE 	4 EDUCATIE DE CALITATE 	5 EGALITATE DE GEN 	6 APĂ CURATĂ ȘI SANITATE 	7 ENERGIE CURATĂ ȘI LA PREȚURI ACCESIBILE 	8 MUNCĂ DECENTĂ ȘI CREȘTERE ECONOMICĂ 	9 INDUSTRIE, INOVAȚIE ȘI INFRASTRUCTURĂ 
								
10 INEGALITĂȚI REDUSE 	11 ORAȘE ȘI COMUNITĂȚI DURABILE 	12 CONSUM ȘI PRODUCȚIE RESPONSABILĂ 	13 ACȚIUNE CLIMATICĂ 	14 VIAȚĂ ACVATICĂ 	15 VIAȚĂ TERESTRĂ 	16 PACE, JUSTIȚIE ȘI INSTITUȚII EFICIENTE 	17 PARTENERIATE PENTRU REALIZAREA OBIECTIVELOR 	Nu se aplică nici o etichetă
								

Date of entry:

22.05.26

Signature of course coordinator

Prof. dr. Adina Letiția Negrușă

Signature of seminar coordinator

Conf. dr. Rozalia Veronica Rus

Date of approval in the department:

27.05.26

Signature of the head of department

Assoc. Prof. Marius BOTA, PhD