



Postgraduate Program – Strategic Hospitality Management

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The Bucharest University of Economic Studies

is a research intensive university that organizes study programs and scientific research in the fields of Economic Sciences, Administrative Sciences, Sociology and Humanities. ASE is considered the most important economic higher education institution from Romania and one of the most renowned economic universities in South-Eastern Europe.

In its over 100 years of existence, the Bucharest University of Economic Studies has gained national and international prestige. Numerous academics and graduates have been recognized as outstanding personalities, as they have become academics and researchers in prestigious world universities, members of the Romanian Academy of Sciences and of other national and international scientific fora, or of private or public organizations, parliamentary, government or diplomatic institutions.

ASE has 12 Faculties, whose nearly 22,000 students can attend study programs in Romanian, English, French or German: 24 Bachelor's programs, 87 Master's programs, Doctoral studies in 10 fields and more than 145 postgraduate programs.

Ecole hôtelière de Lausanne (EHL) is an ambassador for traditional Swiss hospitality and has been a pioneer in hospitality education since 1893. It has created and inspired a unique professional community of over 25,000 hospitality managers, united by the values and the legacy of EHL.

EHL is a leading university that provides learning solutions for enthusiastic, talented and ambitious students from 106 different countries. With undergraduate, graduate and certificate programs, EHL offers its students a range of on-campus and online education opportunities at different stages of their professional journey.

Lausanne Hospitality Consulting SA (LHC) is the consulting and executive education division of Ecole hôtelière de Lausanne. LHC focuses consistently on the design and delivery of a variety of education programs for all hospitality and service industries. Within our portfolio of clients in Executive Education, LHC serves customers from a range of sectors such as international hotel chains and independent hotels, luxury retailers, airlines, banks, insurance companies, FMCG retailers, high-end hospitals, manufacturing companies and hotel associations.

Program Description

The Bucharest University of Economic Studies (ASE) and Ecole hôtelière de Lausanne (EHL) through its consulting and executive education division, Lausanne Hospitality Consulting (LHC) have designed the postgraduate diploma program in order to provide hospitality and business professionals in Romania with the necessary tools to improve their abilities in the field of hospitality management.

The objective is to offer the participants an opportunity to upgrade their expertise, knowledge and mindset by exposing them to hospitality industry trends and best-practices.

The curriculum is organized in 7 modules delivered in 36 days totaling 198 hours and 27 ECTS, including a project with real applicability. This enables the participants to continue working while attending the program.

In order to assure a high level of quality, the lecturers of ASE and EHL/LHC or the professionals from the business sector are very carefully selected.

Knowledge:

- ✓ Explain modern strategic hospitality management
- ✓ Describe the different hotel operations and links between the various departments of a hotel
- ✓ Understand the familiarize with the hospitality industry in Romania and worldwide

Competencies:

- ✓ Apply modern management skills
- ✓ Apply world's best practice to the local hospitality industry
- ✓ Interpret data and information in terms of quantity and quality, formulating solid arguments and decisions associated to hospitality industry
- ✓ Solve problems associated to a well-defined context: design, plan and execute hospitality related activities
- ✓ Analyze, critique and change current hotel operations
- ✓ Critique processes within the hotel company, the methods of implementation of quality, environmental and food safety management, as well as of legislative regulations
- ✓ Analyze and evaluate performance of processes based on quality indicators; Solve specific problems, situations and case studies in the hospitality industry

Mindset:

- ✓ Focus on majoring performance using qualitative and quantitative indicators




Program Overview



Module/Topics	Number of days	Delivered by whom
1 - INTRODUCTION & CAPSTONE PROJECT		
Introduction & Trends in Hospitality	1	LHC/EHL
Project Management + Capstone Project Kick off	2	LHC/EHL, ASE
TOTAL	3 days	
2 - FINANCIAL & ASSET MANAGEMENT		
Financial and Managerial Accounting	2	ASE
Real Estate Finance & Valuation	2	LHC/EHL
Corporate Finance	1	ASE
Coaching Capstone Project	1	LHC/EHL
TOTAL	6 days	
3 - PEOPLE MANAGEMENT		
Organizational Behavior & Leadership	1	ASE
Human Resource Management	1	ASE
Business Communication	1	ASE
Coaching Capstone Project	1	ASE
TOTAL	4 days	
4 - HOSPITALITY OPERATIONS		
Rooms Division and Front Office Management	2	LHC/EHL, ASE
Value Creation in Food Service Industry	1	LHC/EHL
Food & Beverage – Enhancing Customer Experience	2	LHC/EHL
Wine Knowledge & Beverage Management	1	ASE
TOTAL	6 days	
5 - STRATEGIC OPERATIONS		
Strategic Service Operations	2	LHC/EHL, ASE
Quality Management	1	ASE
Technology Management in Hospitality	1	LHC/EHL
Capstone project presentation (intermediary)	2	LHC/EHL, ASE
TOTAL	6 days	
6 - MARKETING & SALES		
Strategic and Digital Marketing	1	LHC/EHL
Service and Hotel Marketing & Sales	1	LHC/EHL
Revenue Management	1	LHC/EHL
TOTAL	3 days	
7 - STRATEGY & ENTREPRENEURSHIP		
Hospitality Strategic Management	2	LHC/EHL, ASE
Innovation & Entrepreneurship	2	LHC/EHL
Managing Hospitality in Romania	2	ASE
Capstone Project Final Presentation	2	LHC/EHL, ASE
TOTAL	8 days	
TOTAL NUMBER OF DAYS		36 DAYS


Lecturers



Name	Expertise
	<p>Ray Florian IUNIUS, Ph.D., is the author of various academic and professional articles published by journals of servicemanagement, technology, and innovation. He is also the author of a number of books such as « Industrie de l'accueil », « Hôtellerie de Luxe », « La gestion des spas », "Un Hôtel, un modèle ?" in de Boeck editions and co-author of the "Lausanne Report on the future of Hospitality Industry."</p> <p>He is the founder of the Ecole hôtelière de Lausanne Institute of Technology and Entrepreneurship (EHLITE), the Institute for Innovation and Entrepreneurship (INTEHL), the Students Business Projects (SBP), the EHLITE magazine, and the Chair of Innovation Paul Dubrule.</p> <p>Ray holds a BSc, MS and Ph.D. in Technical Sciences from the University of Transylvania Brasov and an MBA and Ph.D. from the Faculty of Business and Economics (HEC) of the Lausanne University. He is currently Director of Business Development at Lausanne Hospitality Consulting, an Ecole hôtelière de Lausanne and Swiss Hotel Association company.</p> <p>Ray aims People to become Leaders and companies to optimize their business processes to enhance customer experience.</p> <p><i>Topics:</i> Introduction & Trends in Hospitality Project Management Strategic Service Operations Hospitality Strategic Management Innovation & Entrepreneurship</p>
	<p>Gabriela TIGU, Professor Ph.D., is a member of Tourism and Geography Department within Business and Tourism Faculty – the Bucharest University of Economic Studies.</p> <p>She has been performing both didactic and research activity within the field of higher education, namely being specialized in tourism expertise of destination management, tourism operations management, human resources management, ecotourism and sustainable development, as well as in business ethics.</p> <p>She is an author of 22 published books, more than 100 articles and scientific papers, as well as 30 national and international research contracts; as a visiting professor she was involved into didactic activities and doctoral boards within universities of France, Spain, Sweden, and Italy.</p> <p>She is also a scientific Ph.D. supervisor of doctoral papers in Business Administration, in the field of Economics.</p> <p><i>Topics:</i> Strategic Service Operations Quality Management Hospitality Strategic Management</p>

	<p>Alain NAJAR is Senior lecturer at the world famous school Ecole hôtelière de Lausanne (EHL), Switzerland, since 1992. He is an alumnus of Ecole Hôtelière de Lausanne, holds an MBA from the Business School Lausanne, is a Certified Hospitality Educator (CHE) and an official assessor of EFQM. His industry experience spans 13 years with international hotel chains worldwide.</p> <p>His area of expertise includes F&B management, F&B control and finance, quality management and customer experience, auditing, concept development, marketing and innovation in F&B. Alain regularly delivers Executive Education programs for LHC around the world. Alain is a certified assessor for EFQM (European Foundation for Quality Management).</p> <p><i>Topics:</i> Value Creation in Food Service Industry Food & Beverage – Enhancing Customer Experience</p>
	<p>Andreea Fortuna SCHIOPU is Associate Professor within the Tourism and Geography Department, Bucharest University of Economic Studies (ASE). She teaches classes in Business Communication and Management, such as Operational Management in Tourism. She is a graduate of the Faculty of Commerce (currently – Faculty of Business and Tourism), ASE, holds a BSc in Tourism and Services, a Ph.D. in Economics with a thesis on Communication and a Postdoctoral diploma. She also holds a Master of Business Administration (MBA) from the University of North Carolina at Greensboro, USA. She published articles in well-known international journals such as Journal of International Marketing, European Journal of Marketing, Journal of Asia-Pacific Business, Amfiteatru Economic and two books as the main author. She is the director of CACTUS – the Academic Research Centre in Tourism and Services, ASE.</p> <p><i>Topic:</i> Business Communication</p>
	<p>Meng-Mei Maggie CHEN is an Assistant Professor at Ecole hôtelière de Lausanne (EHL), Switzerland. Her research interests include consumer behavior, hotel distribution channel optimization, and hotel marketing. She has extensive international education and working experience in Asia, the US, and Europe. Her hospitality industry employments include various positions in travel agencies, hotels, and a casino. She has delivered consulting and training services to industry practitioners in hotel distribution strategy, digital marketing, and customer relationship management.</p> <p>Her understanding of finance and hotel operations brings rigor to her marketing thinking. She leverages her sense and sensitivity from her cross cultural experiences to deliver unique insights.</p> <p><i>Topic:</i> Strategic and Digital Marketing</p>

	<p>Dan BOBOC is a professor, Ph.D., at The Bucharest University of Economic Studies and since 2012 is Dean of Faculty of Agrofood and Environmental Economics. He has graduated from the Faculty of Horticulture from USAMV Bucharest and holds two Ph.D. diplomas in: Economics and Agronomics. Moreover, he is consultant at METRO, responding for quality management in purchasing food products. His research has focused on management of food products, agricultural products processing, etc., research that have been disseminated in a series of publications and research projects, giving him functions in several professional organizations, such as President of The Association of Authorized Tasters from Romania. It should be mentioned that Mr BOBOC Dan was appointed as delegate expert from Romania for the Health and Safety Commission, as well as for Justice and Commerce in OIV, International Organization of Wine.</p> <p><i>Topic:</i> Wine Knowledge & Beverage Management</p>
	<p>Horatiu TUDORI, Ph.D., is a senior faculty member of EHL. He holds a BSc in engineering from the University of Brasov and an MBA from the University of Lausanne. He has been specializing in Revenue Management since 1999 and he is currently teaching the Revenue Management for the Bachelor and the Executive MBA programs at EHL. He also teaches services marketing and management for undergraduate and MBA programs. Currently, Horatiu is researching on the impact of Revenue Management decisions on hotel's free cash flow, on the relationship between premium pricing and hotel sustainable development, and on the applications of Revenue Management in other hotel services, e.g. spa, golf.</p> <p><i>Topic:</i> Revenue Management</p>
	<p>Adriana DUTESCU, Professor PhD., RCA, RCTA, is member of the Accounting Department, within Bucharest University of Economic Studies, Faculty of Accounting and Information Systems. Professor Dutescu has more than 23 years of academic experience, both as researcher and lecturer, alongside with a strong business experience in corporate reporting, strategic management and financial analysis. Full Professor and Ph.D. Supervisor, Professor Dutescu is the author of 14 professional and academic books on accounting topics and the author of several relevant articles and scientific papers. She is a chartered financial auditor and a chartered tax advisor. At international level, Professor Dutescu has contributed to the activity of the Federation of European Experts, within the Accounting Working Group, to the European Financial Reporting Advisory Group, as a member of the Supervisory Board, and to HERMES (Higher Education and Research in Management of European Universities) Organisation, as a founding member. She has been visiting professor at University of Reading, UK, Universite d'Orleans, France, University of Ottawa, Canada, University of Alcalá, Spain and Ecole de Management de Strassbourg, France.</p> <p><i>Topic:</i> Financial and Managerial Accounting</p>

	<p>Christina TAVARES holds a master in quality and strategy since 2010 and as a Senior Lecturer delivers courses in Room Division at Ecole Hôtelière de Lausanne since 2002. For her master's project, she developed an assessment tool for SME hoteliers to examine hotel operations and develop a coherent strategy.</p> <p>Apart from teaching at Ecole Hôtelière de Lausanne, Christina delivers Group Management in the Master of advanced studies program in Sport Administration & Technology, AISTS and has been actively involved with consulting and training projects supported by Ecole Hôtelière de Lausanne. Her extensive hospitality working experiences cover a wide spectrum of establishments ranging from 5-star deluxe hotels to camping grounds. Her career experiences also include working for a Destination Management Company specializing in the upscale market.</p> <p>Christina is certified in Hotel Industry Analytics by the American Hotel and Lodging Educational Institute since 2015.</p> <p><i>Topic:</i> Rooms Division and Front Office Management</p>
	<p>Claudia TUCLEA, Ph.D., is Professor within the Tourism and Geography Department, Bucharest University of Economic Studies (ASE).</p> <p>Prof. Ph.D. Claudia Elena Țuclea has written 13 books and university courses, among which are to be mentioned: 'Strategic Management', 'The Management of Small and Medium Enterprises' assingle author; 'Human Resources Management' and 'The Leading of Human Resources', a work which obtained the 2001 'Virgil Madgearu Award' of the Romanian Academy.</p> <p>With an academic career of more than 21 years, Prof. Ph.D. Claudia - Elena Țuclea holds in her teaching portfolio the following courses: Human Resources Management, Strategic Management in Tourism, Small and Medium Enterprises Management, Administration of Commerce, Tourism and Services Enterprises, Organizational Behavior.</p> <p><i>Topic:</i> Human Resource Management Organisational Behavior & Leadership</p>
	<p>Michael HARTMANN, Managing Director, Swiss School of Tourism and Hospitality, Switzerland.</p> <p>Michael Hartmann headed the Siemens One Hospitality Market Development Board as a Senior Vice President with global responsibility for all Siemens divisions. He additionally took over responsibilities for the Entertainment market (Leisure Parks, Multi-Use/Purpose Projects, Casinos & Resorts, Marine Market, Premium/Senior Residences/Medical Spas). In October 2014, he moved to École Hoteliere de Lausanne (EHL) in Switzerland as a Senior Executive Advisor, General Directorate.</p> <p>Since June 2016, he is the Managing Director, CEO of the Swiss School of Tourism and Hospitality (SSTH) in Passugg, Switzerland, which is part of the EHL member group. Michael began his career with an apprenticeship at the Kempinski AG Hotel group. He graduated from the Hotel Management School in Heidelberg, Germany and attended Cornell University (PDP) in Ithaca, NY. In 2004 he received a Master of Business Administration (MBA) degree from Henley Management College (UK). He has worked in several senior positions for consulting and IT companies within the hotel industry, including Dr. Kaub Consult, Micros-Fidelio, Hogatex, Burns & Gimble and Siemens AG.</p> <p><i>Topic:</i> Technology Management in Hospitality</p>

	<p>Mihai TANASE, lecturer, PhD. The professional experience obtained before becoming part of the educational system consists of approximately 4 years of work in the hotel industry in various fields (marketing, purchasing, and consulting) and led to a thorough understanding of the field. His continuous work has allowed him to observe and understand the specific problems of the hospitality industry. The proposals implemented at various times of activity aimed at increasing the business volume, profitability and quality improvement.</p> <p>Further educational activities focused on the tourism domain, especially hotel management and ecotourism fields. In this regard, 14 articles have been published, and books as well (Rural tourism: Treaty, Sustainable management of rural communities and tourism; Integrated development - factor for increasing the competitiveness of mountain areas).</p> <p><i>Topics:</i> Front Office Management Managing Hospitality in Romania</p>
	<p>Laura OBREJA BRAȘOVEANU, Ph.D., Professor within the Finance Department, Faculty of Finance, Insurance, Banking and Stock Exchange, Bucharest University of Economic Studies (ASE).</p> <p>Specializations: Corporate Finance, Capital Budgeting, Capital Markets, Fiscal Policies, Public Finance, Macroeconomics, Investments.</p> <p>She has written 16 books and university courses, among which are to be mentioned: Financial Management, Financial Analysis, Capital Markets, Economic Growth, The impact of fiscal policy on economic growth, Financial Markets. She has written more than 40 studies published in national and international economic journals. She has presented research papers in different conferences in Portugal, Belgium, Czech Republic, Bulgaria, Canada, Romania. She is member of the Editorial Board at five financial journals.</p> <p>She is member of Center for Research in Money and Finance, Bucharest University of Economic Studies (CEFIMO), Romanian Association of Finance and Banking (RoFIBA), Asociația Națională a Evaluatorilor Autorizați din România (ANEVAR).</p> <p><i>Topic:</i> Corporate Finance</p>
	<p>Ramya AROUL, Ph.D., is currently an assistant professor of real estate finance at Ecole hoteliere de Lausanne (EHL), Switzerland. She holds a Ph.D. specializing in Finance and Real estate. Her primary research interests include empirical topics in financial distress, real estate valuation and sentiment in real estate markets. Her work has been published in several top finance and real estate journals and presented in many national and international conferences such as the Financial Management Association, American Real Estate and Urban Economics Association, European Finance Association conferences etc. She has earned many awards and scholarships for her excellence in teaching and research. She also serves as a referee for several leading academic journals in finance and real estate.</p> <p>Dr. Aroul has taught various courses such as Real Estate Finance, Investments, Financial Markets & Institutions, Business Financial Management and International Finance at the undergraduate and graduate levels in the US. At EHL, she teaches courses in real estate finance, valuation and investment. Prior to her academic career, she has worked with several firms including Archon Group (real estate wing of Goldman Sachs) in the US and Grasm Industries and Hexaware Technologies in India.</p> <p><i>Topic:</i> Real Estate Finance & Valuation</p>

	<p>Ana-Maria NICA, Ph.D., MSc, BSc in Economics, Tourism, Lecturer of Hotel and Restaurant Technology, Tourism Economics and Business Administration, has a nine-year teaching experience within the Department of Tourism and Geography, Bucharest University of Economic Studies. Lecturer Nica graduated the Faculty of Commerce (now Faculty of Business and Tourism) and holds a Ph.D. in Business Administration, with a Tourism specialization.</p> <p>She has also undergone a post-doctoral research in the domain of clusters of cultural heritage in tourism. Lecturer Nica has numerous publications, including two books and various articles in ISI and IDB journals and is a member of the CACTUS Research Center.</p> <p><i>Topics:</i> Human Resource Management Managing Hospitality in Romania</p>
	<p>Cristina IORGULESCU, Ph.D., graduated from the Faculty of Commerce (currently – the Faculty of Business and Tourism), the Business Administration in Tourism Master’s Program at the Bucharest University of Economic Studies, getting her PhD in Business Administration with a thesis studying human resources’ creativity in the hotel industry. Currently she is assistant lecturer at the Tourism and Geography Department, her areas of expertise being human resource management, hotel management and innovation stimulation in the hotel industry. Since April 2013, she is member and Vice-President Human Resources of Young Skål Bucharest – affiliated to Skål International, the biggest professional association reuniting, at international level, professionals from all sectors of the tourism industry.</p> <p><i>Topics:</i> Human Resource Management Managing Hospitality in Romania</p>

The program has a cutting-edge approach with classes taught by lecturers and expert practitioners from the Romanian hospitality industry.

The courses are designed to provide a theoretical and a practical knowledge of how this industry works, grounding in major trends and challenges of the current service environment. The participation of the expert practitioners will enable a deeper understanding of the field and of how to successfully manage hospitality operations.

Finally, the program will be developed with the support of the professional associations from the industry.

Modules and Topics Description

MODULE 1 - INTRODUCTION & CAPSTONE PROJECT

■ **INTRODUCTION AND TRENDS IN HOSPITALITY** by Ray F. Iunius

UNIT DESCRIPTION

This course strives to identify key trends and drivers that will stimulate and inspire the leaders of the global hospitality sector in charge of taking the strategic decisions needed to meet the challenges of the future.

It addresses professionals providing expert advice and know-how to players in the hospitality industry worldwide. It aims to inspire professionals focusing on hospitality management, as they too must adapt to a dynamically changing business environment, and will have a role to play in its future success.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Explain the relationships between hospitality trends and drivers of change impacting the hospitality business.
- Provoke and stimulate a debate on future possibilities and then use these ideas to open up a discussion about future risks and opportunities.

Competencies

- Explore possible future landscapes lies in understanding dynamic complexity.
- Take the right decisions under uncertain environment.
- Implement and execute on strategic plans.

Mindset

- Synthesis: participants will synthesize disparate pieces of information to develop a more complete picture of the future environment.
- Evaluation: participants will be required to evaluate the effectiveness of contrasting constructing scenario and strategic decisions.
- Analysis: the unit requires participants to understand the triggers and drivers that can dramatically change the future of their company.

METHODOLOGY

- Interactive lectures with real-life examples and use of different multi-media tools
- Group work including a group presentation

■ **PROJECT MANAGEMENT** by Ray F. Iunius

UNIT DESCRIPTION

Project management is a carefully planned and organized effort to accomplish a specific one-time objective. For example, constructing a hotel or implementing a major new F&B system. Project management includes developing a project plan, which involves defining and confirming the project goals and objectives, identifying tasks and how goals will be achieved, quantifying the resources needed, and determining budgets and timelines for completion. It also includes managing the implementation of the project plan, along with operating regular 'controls' to ensure that there is accurate and objective information on 'performance' relative to the plan, and the mechanisms to implement recovery actions where necessary.

In this unit, we invite you to start developing your project (if you are independent, or a corporate project if you are sponsored by your company) working in teams and increasing your creativity.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Identify key elements of a project and their interaction: time, resources and finances, according to the customer's final objectives.

Competencies

- Manage a project mission until completion.
- Apply synthesis tools in order to come to relevant recommendations.
- Create an action plan for personal and professional development.

Mindset

- Apply critical analysis in leadership behavior.
- Defend the best concepts and the right methods for implementation.

METHODOLOGY

Interactive lecture-discussions and hands-on exercises

MODULE 2 - FINANCIAL & ASSET MANAGEMENT

■ FINANCIAL AND MANAGERIAL ACCOUNTING by Adriana Dutescu

UNIT DESCRIPTION

Financial and Managerial Accounting course is intended to give the student an overview of financial & managerial accounting and its key principles, concepts and practices. By the end of the session the student should be in a position to appreciate how these principles and concepts are applied in the business world, from a manager's perspective, and to be able to apply the acquired knowledge in specific cases. The course, in its short duration, will cover many important topics (basic concepts, balance sheet, income statement, cash-flow statement, recognition and valuation methods for assets, liabilities and equities, accounting techniques, cost accounting, performance management reporting) embedding problems and case studies relevant to the local and international environment.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand the role of financial information for decision making process.
- Provide general knowledge on the financial and managerial accounting tools.
- Use main concepts, tools and reports of accounting to fundament business decisions

Competencies

- To establish and understand the main relations and correlations between accounting information and the other business functions.

Mindset

- Get familiar with key accounting concepts & techniques.
- Formulate relevant management questions based on financial information.
- Be aware of cultural differences of various formats of financial statements.

METHODOLOGY

This course will be taught using the Case Method, which will incorporate Examples and Exercises. The initial portion of each class will be devoted to a brief discussion of the topics for the day, and then class discussion will ensue on the cases which have been assigned. Students will be asked to present their analysis of the case as a means of commencing discussion. Each student is expected to have read all the relevant chapter materials, to have prepared a response to the discussion cases assigned and to get involved in discussions

within each session. In each session there will be a number of examples, exercises and cases assigned for discussion purposes in the classroom. Each student is expected to have prepared an appropriate response to each assigned item. Group preparation is very much encouraged.

■ **REAL ESTATE FINANCE & VALUATION** by Ramya Aroul

UNIT DESCRIPTION

Hotel real estate investments create value and provide gains to all stakeholders including owners, management companies, and/or franchisees. Therefore, understanding the value of hotel real estate investments and the financial nuances of these real estate investments is critical to the success of mid-level and senior management in the hospitality industry.

This course focuses on developing a comprehensive know-how and tool set that enables you to be skilled at creating educated opinions on hotel asset values and investment decisions. It also trains participants to apply appropriate analytical tools to reach at prudent real estate decisions related to mortgage financing and equity investment.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand the fundamentals of capitalization rate.
- Demonstrate understanding of hotel appraisal and investments.

Competencies

- Estimate hotel values using traditional and econometric hotel appraisal methods.
- Apply these concepts to leveraged investment analysis and interpret the results.

Mindset

- Develop and improve decision-making skills.

METHODOLOGY

- Problem solving with case studies.
- Interactive participation and group work.
- Reading assignments and problem sets.

■ **CORPORATE FINANCE** by Laura Obreja Braşoveanu

UNIT DESCRIPTION

The Corporate Finance course contains the financial analysis and planning. This unit is intended to give the students the principles, methods, techniques and tools specific to financial management of the company from the hospitality sector.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Determine the risk and return indicators for a company from the hospitality business.
- Explain the relevant factors that impact on the risk and return indicators.
- Build the financial planning and company's business plan.

Competencies

- Analyze the profitability and risk of the company and identify their triggers and drivers.
- Build realistic hypothesis for financial planning and business plan.
- Forecast the future financial performance.

Mindset

- Evaluate the financial strategies.
- Analyze the triggers and drivers that can impact on the financial performance.
- Estimate the future performance, under plausible set of hypothesis.

METHODOLOGY

- Interactive lectures with real-life examples and use of different multi-media tools.
- Group work including a group presentation.

MODULE 3 - PEOPLE MANAGEMENT

■ **ORGANISATIONAL BEHAVIOR & LEADERSHIP** by Claudia Tuclea

UNIT DESCRIPTION

The unit examines issues surrounding how individuals and groups are organized, how they work and how they behave within the modern workplace. The course will contain a balance of the theoretical concepts of OB and a focus on the practical OB issues confronting hospitality industry in a global context. Furthermore, participants will come to understand global leadership and the theoretical approaches to global leadership in complex, modern contexts.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Analyze the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior. Examine factors which influence group cohesiveness and performance.
- Understand leadership styles.

Competencies

- Analyze managerial contexts from the viewpoint of organization behavior using relevant theoretical frameworks and tools.
- Demonstrate professionalism and leadership qualities with a self-critical and reflective focus, and high ethical standards.

Mindset

- Relate theory to practice and demonstrate synthesis of advanced knowledge by improving organizations.
- Understand and apply research to problems of practice.
- Select, implement, and manage appropriate leadership methodologies to meet individual, group, and organizational needs.

METHODOLOGY

- Interactive lectures with real-life examples and use of different multi-media tools.
- Group work including a group presentation.

■ **HUMAN RESOURCE MANAGEMENT** by Claudia Tuclea

UNIT DESCRIPTION

The aim of this course is to provide the knowledge, understanding and key skills that are required by today's HR professionals and to enable participants to effectively contribute to dynamic organizations.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM in the hospitality industry.
- Provide general knowledge on staffing the organization.
- Identify and appreciate the impact of work motivation on performance.

Competencies

- Understand the impact of work life quality on company's performance.
- Provide innovative solutions to problems in the fields of HRM.

Mindset

- Critically assess existing theory and practice in the field of HRM.
- Respond positively to problems in unfamiliar contexts.
- Identify and apply new ideas, methods and ways of thinking.

METHODOLOGY

- Interactive lectures with real-life examples and use of different multi-media tools.
- Group work including a group presentation.

■ **BUSINESS COMMUNICATION** by **Andreea F. Schiopu**

UNIT DESCRIPTION

Business Communication is intended to help participants improve their professional effectiveness as communicators, and to develop the knowledge and skills that hospitality managers need to face the current communication challenges. Business Communication can develop essential communication abilities such as writing, presentation, and interpersonal communication skills.

In this course, we invite you to test your communication abilities working in teams and interacting with your colleagues on different topics, learning how to communicate more effectively and be more assertive, and improving your strategic communication and persuasion skills.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand how to communicate strategically.
- Understand the theory and principles of persuasion and apply them to a variety of oral and written communication situations.
- Listen for understanding; give and receive feedback.
- Know how to create and deliver impressive presentations.

Competencies

- Compose and revise clear, accurate, persuasive business messages within different contexts.
- Actively listen; give and receive feedback.
- Deliver an effective oral business presentation with confidence.

Mindset

- Apply strategic thinking in communication.
- Interactive participation and group work.
- Deliver oral messages with passion and poise.

METHODOLOGY

- Interactive lecture, in-class discussion and exercises.
- Group work including a persuasive group presentation.

MODULE 4 - HOSPITALITY OPERATIONS

■ ROOMS DIVISION AND FRONT OFFICE MANAGEMENT by Christina Tavares

UNIT DESCRIPTION

The success of the Room Division depends on the effectiveness, efficiency, and warmth of people. This course aims to achieve this success through interactive discussions and best practice examples of the following topics:

- Each step on the customer's journey is identified and analyzed by using a service blueprint.
- The challenges of the standardization versus personalization of services will be addressed, and creative suggestions to develop the synergy will be made.
- Leverage selling, customer service and an understanding of the different electronic distribution channels for the Room Division staff to increase the establishment's bottom line.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Design a service blueprint for customer within the rooms division.

Competencies

- Identify and analyze the customer experience before, during, and after the stay in different lodging concepts.
- Explain the impact well trained staff within the Rooms Division has on the hotel's bottom line.
- Describe the systems that need to be considered in the hotel's distribution platform.

Mindset

- Develop and improve decision-making skills.
- Adopt proactive out of the box approach to problem solving.

METHODOLOGY

- Problem based learning with case studies and interactive participation and group work.
- Reading assignments - Practical exercises.

■ VALUE CREATION IN FOOD SERVICE INDUSTRY by Alain Najjar

UNIT DESCRIPTION

In a world where nothing is predictable companies try to find strategic competitive advantages to be different and outperform competitors. In this setting value creation have all its meaning becomes the primary aim of any business entity. But what is really value creation? Value creation can be seen and understood differently by many people. A company should create value for all its stakeholders (clients, employees, shareholders, owners, investors, community).

In this one day module we will see Value Creation from mainly a financial point of view – meaning increasing profit - as this is what drives companies today.

First we will explore ways on how any type of foodservice industry can increase its revenue. In business there is no such thing as just making money. If you made \$ 50'000 revenue and could have made \$ 100'000, it means that you lost \$ 50'000 potential revenue on the street going to competition.

Second we will discuss ways to control/reduce costs and have an impact on the bottom line and this without impacting quality and customer experience.

Managers must be experts and acrobats in taking financial decisions sometimes with limited information and resources and still be able to forecast the consequences of their choices. Mastering figures will give managers the competitive advantage and will put them in a position to influence the final Value Creation of their business.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand the difference between the three levels of values as well as the value capturing concept.
- Discuss financial F&B value creation from two different angles: revenue creation and cost control.

Competencies

- Develop a professional knowledge of F&B operation.

Mindset

- Develop and improve decision-making skills.
- Adopt proactive out of the box approach to problem solving.

METHODOLOGY

- Problem based learning with small cases and interactive participation.
- Reading assignments - Practical exercises.

■ **FOOD & BEVERAGE – ENHANCING CUSTOMER EXPERIENCE** by Alain Najar

UNIT DESCRIPTION

In this course we discussed the importance of Value Creation from a financial aspect. Of course profit is the objective of any company but this is possible only if you create value and experience for your customers and your employees first. It's also important to understand that value for customers is created by your employees.

When broadly defined, value creation is increasingly being recognized as a better management goal than strict financial measures of performance, many of which tend to place cost-cutting that produces short-term results ahead of investments that enhance long-term competitiveness and growth. As a result, some experts recommend making value creation and increasing guest experience by exceptional service the first priority for all employees, customers and all company decisions.

We are today in a world of what is called "Experience economy" and customers want more than just food and service.

"If you put value creation first in the right way, and have a culture of excellence your managers will know where and how to grow; they will deploy capital better than your competitors; and they will develop more talent than your competition" Ken Favaro.

This will give you an enormous advantage in building your company's ability to achieve profitable and long-lasting growth. This interactive seminar will help participants master the concept of value creation linked to customer experience in F&B for the success of any operation.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand the importance of customer experience.
- Discuss the role of culture in service excellence.

Competencies

- Understand the guest cycle of customer experience in F&B operation.
- Develop a professional knowledge of F&B operation for excellence.

Mindset

- Develop and improve decision-making skills.
- Adopt proactive out of the box approach to problem solving.

METHODOLOGY

- Problem based learning with small cases and interactive participation.
- Reading assignments - Practical exercises.

■ **WINE KNOWLEDGE & BEVERAGE MANAGEMENT** by Dan Boboc

UNIT DESCRIPTION

The “Wine Knowledge & Beverage Management” topic is designed to give students expert knowledge of wines around the world and learn how to properly pair wine with food. Starting with a short description about world wine market, including the most important trends, we will continue with the viticulture and winemaking and also with a sensory evaluation.

Subjects covered:

1. World wine market
2. Viticulture and winemaking
3. Sensory evaluations

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Provide students with the basic knowledge of wine and beverage operations that will prepare them for employment in the hospitality industry.

Competencies

- Demonstrate knowledge of world wine market, viticulture and wine making.
- Discuss the variations that determine wine qualities.
- Describe the variety of the wine tasted.

Mindset

- Expand knowledge of viticulture and viticulture, regional grape varieties, tasting techniques.
- Develop skills and knowledge you need to pursue a rewarding career in wine and beverage management.

METHODOLOGY

Mix of short lectures, exercises and short debates.

MODULE 5 - STRATEGIC OPERATIONS

■ **STRATEGIC SERVICE OPERATIONS** by Ray F. Iunius

UNIT DESCRIPTION

The aim is to enhance student’s individual thinking towards the integration of new service operations management methods.

Service Operations Management represents the process transforming inputs into outputs (outputs being the finished goods or services).

The “service operation’s Art” relies in the use of a series of basic notions, which interrelated allow the identification of:

- the management function;
- the selection and use of the appropriate analytical tools available.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Define what service policies are and how they impact firm's competitiveness.
- Provide general knowledge on the main Service Operations Management concepts. A systemic approach will be used to demonstrate the concepts' interrelations.

Competencies

- To establish and understand the main relations between Operations, Production, Corporate, External environment and other functions.

Mindset

- To learn the use of methods and techniques related to Service Operations Management and understand their application through some specific exercises or examples while emphasizing on the conditions when these techniques are applicable.

METHODOLOGY

For the deepening of knowledge, several teaching approaches are used: critical analysis of articles, the use of videos, personal experiences, case studies, as well as many exercises. Students must prepare every sitting while using the bibliographic sources and the material distributed. They are invited to participate during all stages of teaching.

■ **QUALITY MANAGEMENT** by Gabriela Tigu

UNIT DESCRIPTION

The course covers quality in the hospitality industry, in terms of defining, measuring and monitoring it, highlighting specific management methods and tools. The course objectives are related to understanding the following: first of all, management is responsible for quality assurance, total quality is based on the concept of internal and external clients/suppliers, quality improvement is a continuous process, it is better to have a prevention strategy rather than one based on the detection of poor quality, ultimately the main aim is customer satisfaction.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand the concept of total quality management (TQM) in hospitality services.
- Be aware of the importance of customer satisfaction, as basic principle of TQM.
- Improve the role of human resources in the quality assurance process.
- Know the benefices of main quality assurance systems.

Competencies

- Define quality politics and strategies in hospitality.
- Use methods for customer satisfaction measurement.
- Implement a quality assurance system.
- Use methods and instruments for quality evaluation and improvement.
- Manage complaints.

Mindset

- Develop and improve decision-making skills in processes, operations and services design.
- Adopt a proactive attitude for customer satisfaction.

METHODOLOGY

- Mix of short lectures, exercises and short debates.
- Group work on simulation game.

■ **TECHNOLOGY MANAGEMENT IN HOSPITALITY** by Michael Hartmann

UNIT DESCRIPTION

The course is specifically designed for future leaders in the hospitality market. The provisioning of profound know-how for strategically applied technology is essential to survive in a highly competitive market with ever stronger shareholders.

This course will be split up into two major topics:

1. The creative power of technology – the third wave
2. The entrepreneurial and strategic application of technology.

1. The creative power of technology – the third wave

The objective is to get an overview about the basic infrastructural and technological components needed to run a hotel. Specifically the course will provide analytical tools allowing you to learn about the various stages, characteristics and drivers of technological change. You learn how technological breakthroughs and innovations could impact the business.

Beyond the theoretical framework, you will get a comprehensive overview about “state of the art” applied hotel technology as well as an outstanding compendium about innovative scenarios to come in a networked and sustainable environment.

2. The entrepreneurial and strategic application of technology

The objective is to acquire the basic analytical tools of Entrepreneurship and understand the various milestones – and associated challenges – of the entrepreneurial process.

Specifically, the course will cover all the steps from technology planning, budgeting, cost of ownership, legal framework and changing business models. Concepts will be presented in detail.

Beyond the theoretical framework, you will also learn through analyses of real-life entrepreneurial case studies.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Understand technology and infrastructure.

Competencies

- Recognize characteristics and drivers of change in order to make the right decisions.

Mindset

- Use technology as a strategic vehicle to create new business opportunities.

METHODOLOGY

- Interactive lecture-discussions, interactive participation and group works, practical exercises.

MODULE 6 - MARKETING & SALES

■ **STRATEGIC AND DIGITAL MARKETING** by Meng-Mei Maggie Chen

UNIT DESCRIPTION

New channels and technology provide opportunities to interact with evolving and demanding customers, while creating threats to static hospitality firms being left behind. This course demystifies the buzz of digital marketing by sharpening participants' marketing strategy orientation, examining the popular digital marketing tactics and their best applications, and concludes with marketing performance metrics. Participants will explore new market opportunities, develop value propositions, and evaluate the most effective combination of traditional and digital marketing tactics to reach, convert, and retain profitable customers. Participants will finish with a holistic alignment of classic and digital marketing.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Evaluate digital marketing tools.

Competencies

- Develop a strategic marketing plan.

Mindset

- Develop and improve decision-making skills.
- Adopt proactive out of the box approach to problem solving.

METHODOLOGY

- Problem based learning with case studies and interactive participation and group work.
- Reading assignments - Practical exercises.

■ **SERVICE AND HOTEL MARKETING & SALES** by Meng-Mei Maggie Chen

UNIT DESCRIPTION

This course aims to develop the practical understanding of “value creation for customers” for the participants.

This unit begins with examining the latest trends and challenges in service and hotel marketing, and then proposes feasible marketing responses.

These responses will address how a company could leverage its owned, earned, and paid channels to listen to its customers, align its operation with customers’ expectations, increase its brand awareness, and create competitive advantages over its competitors. The state-of-the-art technology used to capture and analyze the voice of customers, as well as to develop business intelligence will be discussed.

Special focus will be on hotel distribution. A rigorous analysis of the evolving distribution landscape will set the stage for participants to understand the challenges in the future, and develop strategies to ride with the tide.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Examine the gap model of service marketing.
- Marketing mix: 7P.

Competencies

- Optimize distribution channels.
- Leverage social media and technology for internal and external communication.

Mindset

- Develop and improve decision-making skills.
- Adopt proactive out of the box approaches to problem solving.

METHODOLOGY

- Problem based learning with case studies and interactive participation and group work.
- Reading assignments - Practical exercises.

■ **REVENUE MANAGEMENT** by Horatiu Tudori

UNIT DESCRIPTION

Revenue Management (RM) is about a different way of managing business based on a very old idea. Every seller in human history has faced RM type decisions. What price to ask? Which offers to accept? When to offer a lower price? And when to simply “pack up one’s tent” as it were and try selling at a later point in time, or in a different market.

Thanks to the advances in economics, statistics and operations research it is possible now to accurately model demand and economic conditions, quantify the uncertainties faced by decision makers, estimate and forecast market response and compute optimal solutions to complex decision problems.

In this unit we will tackle the essentials of RM philosophy and some associated methods and numerical applications. By the end of the seminar the participants will be able to make decisions on rooms revenue management implementation and therefore to pick the low-hanging fruit.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge:

- Identify the building blocks and key concepts of revenue management.
- Elaborate the tactical use of revenue management.

Competencies:

- Apply basic revenue management techniques.
- Understand the performance measures and the effective KPIs in revenue management.
- Analyze and make decisions from a revenue management perspective.

Mindset:

- Quantify the impact of revenue management.
- Appreciate the customer price-value relationship and the effect of revenue management decisions on the bottom line.

METHODOLOGY

- Mix of short lectures, exercises and short debates.
- Group work on simulation game.

MODULE 7 - STRATEGY & ENTREPRENEURSHIP

■ **HOSPITALITY STRATEGIC MANAGEMENT** by Ray F. Iunius

UNIT DESCRIPTION

A business always operates in an interconnected environment that contains several forces that affect the success of a business: competitors, customers, economics, geo politics to name a few. In order to make decisions about the future, businesses need to be aware of how & by how much will the environment affect the future value of a project.

This is especially valid for hotels where the competitors are numerous, margins are tight and the business is sensitive to several external forces. In such an environment it becomes crucial that any decision regarding the feasibility of future projects be based on a carefully conducted market scan and projections.

LEARNING OBJECTIVES

In this Unit, participants will become aware of the environment in which their businesses operate, learn to sift through tons of information that exists to identify and analyze the most relevant. Using this information, participants will learn to estimate the future operating performance of a hotel and assess if value is created or not.

Knowledge

- Understand how global competition impacts their individual hotel.
- Explain how corporate strategic values influence the art of delivering service.
- Connect strategy theory to pragmatic strategic solutions.
- Understand how appropriate strategy helps manage competitive pressures.

Competencies

- Integrate corporate strategic and core service values into daily actions for customer excellence.
- Recognize the motivations of industry participants.
- Adopt a win-win bargaining style in defining the contractual obligations among investment partners.
- Understand, create and apply business models in hospitality.

Mindset

- Defend the importance of aligning corporate strategic values with exceptional service mindset.
- Appreciate the involvement of personnel and their attitude in delivering exceptional service.

METHODOLOGY

Assigned readings, interactive lectures, role-plays, in-class exercises and evening assignments.

■ INNOVATION AND ENTREPRENEURSHIP by Ray F. Iunius

UNIT DESCRIPTION

During this course, we will learn how to identify, recognize & use up-coming trends to develop practical innovative solutions in order to develop new opportunities, to constantly surprise our consumers and to stay ahead of competition.

One could say that “Failing to plan is as good as planning to fail”. Having a good business idea is only the start of an exciting journey to a possible even greater future filled with passion and hard work.

Entrepreneurs require a foundation in several key areas in order to be successful. This course will focus on developing a successful business through using appropriate planning techniques and anticipating operational complications.

LEARNING OBJECTIVES

In this unit you will receive the tools to grasp the importance of having a feasible business model paired with a solid business plan. You will be taken through a true journey through the perils and joys of building your business from scratch as an entrepreneur.

Knowledge

- Describe the different opportunities and challenges involved with entrepreneurship.
- Convert business ideas into actionable plans.
- Define the key elements of a business plan.
- Evaluate different forms of business financing.

Competencies

- Participants develop a working business model and defend their choice.
- Analyze the weight of each decision and its operational result.
- Practice in pitching a business proposal.
- Establish plans to start and manage a business.

Mindset

- Balance your proposal’s creativity with project sustainability.
- Defend your business project with passion and oriented to results.

METHODOLOGY

Interactive lecture-discussions, project development & practical exercises.

■ **MANAGING HOSPITALITY IN ROMANIA** by Mihai Tanase, Ana Nica

UNIT DESCRIPTION

Romanian Hospitality Market is one with the highest potential for growth in Europe. Knowing the present level of development and future trends is an important step for preparing strategic plans. By analyzing accommodation facilities, restaurants sector and other statistical information, students will have an image of Romania's hospitality market. The presence of international chains on accommodation market will be discussed in focus. Tour operators and their's incoming activity in Romania is another subject covered by this course. Relation between airline companies' future expansion plans, impact on occupancy and future development of new accommodation units represent another subject of study. This course will create a holistic image on hospitality market in Romania by knowing the main actors, by understanding relations between them and by foreseeing accommodation evolution.

LEARNING OBJECTIVES

By the end of the Unit, participants will be able to:

Knowledge

- Explain the relationships between hospitality actors and influence on the hospitality business.
- Discuss hospitality in Romania.

Competencies

- Understand the stakeholders' point of view in order to develop long term partnerships.
- Develop a professional knowledge of hospitality in Romania.

Mindset

- Develop and improve decision-making skills.
- Participants will synthesize disparate pieces of information to develop a more complete picture of the present and future Romanian specific environment.

METHODOLOGY

- Interactive discussions starting from participants' personal experience.
- Mix of short lectures, exercises and short debates.

■ **CAPSTONE PROJECT**

DESCRIPTION

The aim of the Capstone Project is to put them in a professional situation that requires them to use and apply:

- Appropriate research methods
- Problem solving techniques
- Summary and analysis skills
- Appropriate presentation tools
- An ability to communicate with clients and coaches.

Students plan, develop, and carry out a professional consultancy report for the Sponsor, thus showing their synthesis and analysis capacities. The project sponsors are real companies with problems to be solved, studies to be conducted, or structures that they would like to see implemented. The initial approach, choice of appropriate methodology, incorporation of investigative techniques, and production of the final report are all supervised by a coach.

All details regarding the Capstone project will be developed in an additional document.

Rules and Regulations

1. To respect the course curriculum and structure established by the organizer.
2. 100% attendance from all participants for all modules.
3. All students must have fluency in English.
4. All students have at least a Bachelor degree and 2-years work experience and the capabilities to understand and follow the course content.
5. If the participants don't hand over their projects in time or they don't attend the final exam, they can only reschedule the project/exam once. Failure to this, the participant will fail the program. The reschedule will be done after a written demand addressed to the program Coordinator.
6. During the classes, the students are not allowed to use mobile phones and other devices that can draw their attention and disrupt the courses. Mobile phones, music devices, etc. must be turned off before the beginning of class.
7. All the problems concerning the schedule of the program, the timetable, the establishment of the consultations and any kind of organizational problem will be discussed with the program Coordinator.
8. If the students have problems regarding the understanding of any notions received at the courses, they can get more information at the consultations.
9. Professional obligations (projects, tutorials, papers, readings etc.), examination (written, verbal, etc.), grading and conditions for obtaining a passing mark are established and presented to students by the assigned experts at the beginning of the module.
10. After the first module, the students will begin to develop the graduation project, under the strict supervision of the program Coordinator.
11. The graduation project will be handed over at a specific date that will be announced in time by the course Coordinator.
11. The courses will be finalized with a graduation exam.
12. The Certificates will be given as a result of the final examination grade.
14. Academic dishonesty will NOT be tolerated. Any student found to be involved in any verifiable incident of academic dishonesty (cheating, plagiarizing, etc.) will not receive a passing grade for the class.

