

COURSE OUTLINE

1. Data about the study programme

1.1 Higher education institution	Transilvania University of Braşov
1.2 Faculty	Food and tourism
1.3 Department	Food and Tourism Engineering and Management
1.4 Field of study ¹⁾	Engineering and management
1.5 Study level ²⁾	Master
1.6 Study programme/ Qualification	Engineering and management in luxury hospitality (in English)

2. Data about the course

2.1 Name of course	Financial strategies for high-end businesses							
2.2 Course convenor	PhD Associate Professor, Nicolae BOIAN							
2.3 Seminar/ laboratory/ project convenor	PhD Associate Professor, Nicolae BOIAN							
2.4 Study year	1	2.5 Semester	1	2.6 Evaluation type	E	2.7 Course status	Content ³⁾	PC
							Attendance type ⁴⁾	CPC

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

3.1 Number of hours per week	4	out of which: 3.2 lecture	2	3.3 seminar/ laboratory/ project	0/0/2
3.4 Total number of hours in the curriculum	56	out of which: 3.5 lecture	28	3.6 seminar/ laboratory/ project	0/0/28
Time allocation					hours
Study of textbooks, course support, bibliography and notes					32
Additional documentation in libraries, specialized electronic platforms, and field research					9
Preparation of seminars/ laboratories/ projects, homework, papers, portfolios, and essays					21
Tutorial					4
Examinations					3
Other activities.....					-
3.7 Total number of hours of student activity	69				
3.8 Total number per semester	125				
3.9 Number of credits ⁵⁾	5				

4. Prerequisites (if applicable)

4.1 curriculum-related	• Basis of management, Marketing, Basis of accounting, Commercial Law
4.2 competences-related	•

5. Conditions (if applicable)

5.1 for course development	• Video projector	•
5.2 for seminar/ laboratory/ project development	• Video projector	•

6. Specific competences and learning outcomes

Professional competences	<p>Cp1. Manage and plan the various resources, such as human resources, budget, timeline, deliverables and quality required for a specific project, and monitor the progress of the project to achieve a specific objective within a given timeframe and budget.</p> <p>L.O.1.1 Graduates will be able to identify and allocate human, financial, and material resources efficiently to execute complex luxury hospitality projects, ensuring alignment with premium quality standards and client expectations.</p> <p>L.O. 1.2 Graduates will demonstrate the ability to develop detailed project schedules for luxury hospitality units, including resorts, hotels, fine dining establishments, and artisan production units, while ensuring timely delivery of key milestones.</p> <p>L.O.1.3 Graduates will have the skills to plan, monitor, and optimize project budgets for high-end hospitality ventures, employing advanced financial strategies tailored to premium market demands.</p> <p>Cp2. Provides advice to the industrial units visited on how to better supervise production to ensure correct diagnosis and resolution of manufacturing problems.</p> <p>L.O.2.1 Graduates will be able to develop and implement supervisory frameworks for managing production processes in luxury hospitality units, ensuring alignment with high-end quality standards and guest expectations.</p> <p>L.O. 2.2 Graduates will demonstrate the ability to identify, analyze, and diagnose production inefficiencies in luxury hospitality operations, such as food preparation, artisan bakery production, and premium beverage manufacturing.</p> <p>L.O.2.3 Graduates will acquire the skills to propose and implement innovative solutions to resolve operational bottlenecks and enhance efficiency in high-end hospitality production systems.</p>
	<p>Ct3. Manage material and financial resources</p> <p>L.O.3.1 Graduates will demonstrate the ability to allocate financial resources effectively across luxury hospitality operations, ensuring optimal budget utilization while maintaining high-end quality standards</p> <p>L.O.3.3 Graduates will be able to integrate sustainability principles into the management of financial and material resources, promoting eco-friendly practices and long-term cost savings in high-end hospitality operations.</p>

7. Course objectives (resulting from the specific competences to be acquired)

7.1 General course objective	<ul style="list-style-type: none"> The technical-economic substantiation of the allocation of resources and budgets
7.2 Specific objectives	<ul style="list-style-type: none"> Development of financial analysis capacity in luxury business management Acquisition of managerial skills, as well as the correct use of language and terminology specific to the field of study Developing the ability to analyze and synthesize in an entrepreneurial context through a system of indicators that is the basis of decision-making

8. Content

8.1 Course	Teaching methods	Number of hours	Remarks
1. The concept of performance in luxury businesses; business performance structure, entrepreneurial performance expectations, specific performance indicators	Interactive Slides on video-projector / E-Learning Platform	4	
2. Strategic management of luxury businesses market; management of relations with customers,	Interactive Slides on video-	6	

suppliers, management of business competitiveness	projector / E-Learning Platform		
3. Management of technical resources; structure, indicators, efficiency	Interactive Slides on video-projector / E-Learning Platform	6	
4. Management of human resources; structure, skills, efficiency	Interactive Slides on video-projector / E-Learning Platform	4	
5. Financial management of businesses luxury; management of operating assets, operating liabilities, financial risks	Interactive Slides on video-projector / E-Learning Platform	8	

Bibliography

1. Atamer T., Calori R., Diagnostic et decision strategiques, Ed. Dunod Paris, 2003
2. Boian N., Management Business Development, Revista RECENT vol.20/2019, nr.2(58), Universitatea Transilvania Braşov, noiembrie 2019, pag. 48-55, ISSN 1582-0246
3. Boian N., The diagnosis of financial balance of small and middle size enterprises (SME) in time of economic crisis, ICMAS 2016-Proceedings in manufacturing systems, vol.11(3), ISSN 2067-9238, Editura Academiei 2016
4. Boian N., Diagnosticul întreprinderilor de turism, Ed. Universităţii Transilvania, 2014
5. Boian N., Măărăscu Klein V., Analiza diagnostic a întreprinderilor mici şi mijlocii, Ed. Universităţii Transilvania, 2011
6. Brătucu G., Marketing strategic, Curs Universitatea Transilvania Braşov, 2006
7. Bruhn M., *Orientarea spre clienţi*, Editura Economică, 2001
8. Burduş E., *Managementul schimbării organizaţionale*, Editura Economică Bucureşti, 2002
9. Landsberg M., *Leadership*, Editura Curtea Veche Bucureşti, 2005
10. Lê Ph., Rivet Ph., *Piloter et réussir l'innovation en entreprise*, Editura Maxima Paris, 2007

8.2 Seminar/ laboratory/ project	Teaching-learning methods	Number of hours	Remarks
Diagnosis of luxury businesses; business presentation, significant financial indicators	Case study	2	
General diagnosis model; domains, criteria	Case study	2	
Mathematical evaluation model; criteria importance coefficients	Case study	2	
Specific criteria evaluation indicators	Case study	14	
Criteria score evaluation, business score calculation	Case study	6	
Conclusions, proposals	Case study	2	

Bibliography

1. Boian N., Diagnosticul întreprinderilor de turism, Ed. Universităţii Transilvania, 2014
2. Boian N., Măărăscu Klein V., Analiza diagnostic a întreprinderilor mici şi mijlocii, Ed. Universităţii Transilvania, 2011

9. Correlation of course content with the demands of the labour market (epistemic communities, professional associations, potential employers in the field of study)

This is not the case

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of the final grade
10.4 Course	Acquiring basic knowledge in the field	Written exam	60%
10.5 Seminar/ laboratory/ project	Case study	Project structure and presentation	40%
10.6 Minimal performance standard			
<ul style="list-style-type: none"> Acquiring the basis of luxury business performance (chapter 1) Acquiring the basis of the strategic management of luxury businesses (chapter 2) Acquiring the basis of the financial management of luxury businesses (chapter 5) Project graded at minimum 6 			

This course outline was certified in the Department Board meeting on 12.09.2024 and approved in the Faculty Board meeting on 12.09.2024

Note:

- 1) Field of study – select one of the following options: Bachelor / Master / Doctorat (to be filled in according to the forceful classification list for study programmes);
- 2) Study level – choose from among: Bachelor / Master / Doctorat;
- 3) Course status (content) – for the Bachelor level, select one of the following options: **FC** (fundamental course) / **DC** (course in the study domain) / **SC** (speciality course) / **CC** (complementary course); for the Master level, select one of the following options: **PC** (proficiency course) / **SC** (synthesis course) / **AC** (advanced course);
- 4) Course status (attendance type) – select one of the following options: **CPC** (compulsory course) / **EC** (elective course) / **NCPC** (non-compulsory course);
- 5) One credit is the equivalent of 25 study hours (teaching activities and individual study).