

A **UNIQUE** and **INSIGHTFUL** program designed by



with the participation of **winsed.swiss**  
education group



# Postgraduate Program – Strategic Hospitality Management

© 2024  
EHL Executive Education

## CONTENT

|                                |    |
|--------------------------------|----|
| Program Description            | 5  |
| Program Overview               | 6  |
| Lecturers                      | 7  |
| Modules and Topics Description | 19 |
| Rules and Regulations          | 37 |

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 110 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 13 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



Advisory Services

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. **EHL Advisory Service (EAS)** is the consulting and executive education division of Ecole hôtelière de Lausanne. EAS 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, EAS 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.

Headquartered in Switzerland, with a network extending to Romania, Serbia, and Cyprus, **winsed.swiss** is an entity defined by its dedication to customer-centric values. The organisation excels in forging hospitality integrated solutions that span from recruitment and training to operational consulting and management, all tailored to empower owners and their ventures.



Innovation is at the heart of winsed.swiss's approach, with pioneering training modules, vocational programmes, and consultancy services designed to be immediately implementable, enhancing the robust hospitality management framework that our clients rely on.

winsed.swiss enjoys a unique privilege: an international team consisting of hospitality experts, consultants, and trainers, alongside professors and entrepreneurs, who are the foundation of integrated and immediately applicable solutions.

The team is the key to any business's success, and winsed.swiss is the advocate of the lifelong learning concept. Their training modules meticulously weave hospitudo into customer experience, empowering the students and associates to create memorable service encounters that define excellence.

winsed.swiss successfully manages also a VET by EHL academy in Romania, inaugurated in 2020 in Oradea under the ohma by winsed.swiss brand, and expanded to Bucharest with an additional campus.

## Program Description

The Bucharest University of Economic Studies (ASE) and Ecole hôtelière de Lausanne (EHL) through its consulting and executive education division, EHL Advisory Service (EAS) with the participation of Wined.Swiss Education Group (WS) have designed the postgraduate diploma programme 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 and to exchange knowledge from different companies and experiences.

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

### Knowledge

- Understand the fundamentals of the hospitality sector
- Introduce modern strategic hospitality management
- Explain the different hotel operations and links between the various departments of a hotel
- Familiarize with the hospitality industry in Romania and worldwide

### Competencies

- Apply modern management skills
- Practice the collaborative way of working in teams
- 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

- Be prepared for the hard work and continual learning process
- Be motivated to upgrade your knowledge and to advance in your career
- Be ready to share knowledge and experience and to interact with people from different environments
- Be open mind and try to work with pleasure and humour

## Program Overview

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

## Lecturers



### Gabriela Tigu

**Gabriela TIGU**, Professor Ph.D., is the Dean of Business and Tourism Faculty within the Bucharest University of Economic Studies, since 2020, and a professor of Tourism and Geography Department.

Gabriela Tigu has been performing both didactic and research activity within the field of higher education, namely being specialized in tourism expertise of Tourism Operations Management, Destination Management, Ecotourism and Sustainable Development, Business Ethics, Human Resources Management for Tourism.

She is an author of 22 published books, more than 150 articles and scientific papers, as well as 34 national and international research contracts, related to tourism issues.

Gabriela Tigu is also tourism journalist and the Vice-president of the Tourism Press Club FIJET Romania; member of the Advisory Board of the Romanian Competition Council, director of the Academic Association for Research in Tourism and Services CACTUS; member of CNATDCU (National Council for Attesting Titles, Diplomas and Certificates), since 2011; member of Transylvanian Spa Tourism Cluster; counsellor of Romanian Ministry of Tourism, in 2011 and 2019-2020; and a member of the World Committee on Tourism Ethics within UNWTO, between 2019 and 2023.

#### Topics:

Strategic Service Operations

Quality Management

Coaching Capstone Project - Project Management



### Ray Iunius

Dr. Ray F. Iunius is the author of various academic and professional articles published by journals in the management of services, 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."

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.

Dr. Iunius is also Invited Professor at the Faculty of business and Economics (HEC) of the University of Lausanne – Switzerland where he is teaching Strategic Service Operation in the Bachelor and Master programmes. He is also the founder of the Centre for Research and innovation in Services (CRIS) of HEC Lausanne.

Ray earns a BSc, MS and PhD in Technical Sciences from the University of Transylvania Brasov and an MBA

and PhD from the Faculty of Business and Economics (HEC) of the Lausanne University.

He is currently Chief Executive Officer of Winsed.swiss Education Group, educational group which he co-founded in 2019.

Ray aims to help people to become leaders and companies to optimise their business processes to enhance customer experience.

**Topics:**

Introduction & Trends in Hospitality

Project Management

Coaching Capstone Project

### **Adriana Dutescu**



**Adriana Duțescu** is Professor of Accounting and Audit at the Department of Accounting and Audit, Bucharest University of Economic Studies (ASE), Romania. Adriana has more than 27 years of academic experience, both as researcher and lecturer, alongside with a strong business experience and expertise in corporate reporting, strategic management, financial analysis and financial audit. Full Professor and PhD Tutor, Adriana is the author of several professional and academic books on accounting topics and the author of several articles and scientific papers on financial reporting based on IFRS, auditing, financial instruments, performance

systems in specific industries, risk profile and reorganisation, AI and blockchain in financial services etc. She is a chartered financial auditor, with relevant business experience in the area, currently serving as an advisor and independent member in Board of Directors in banking. At the international level Adriana has contributed to the activity of the Federation of European Experts (currently Accountancy Europe), 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). Another area of expertise relates to professional training for top managers, developed in the last 22 years.

**Topics:**

Financial and Managerial Accounting



## Alain Najar

**Alain Najar** is an EHL Business Hospitality school graduate with a Master in Business Administration from BSL (Business School Lausanne-Switzerland), a certified trainer from the University of Applied Sciences Western Switzerland (HES-SO), a Certified Hospitality Educator (CHE-USA), an EFQM certified expert (European Foundation for Quality Management), and LQA mystery shopper.

Alain's professional experience is vast and covers different aspects. Alain is a person from the field, having anchored his professional experience for thirteen years in five-star hotel chains (Hilton-11years,

Sheraton-1year, Accor-1 year), notably in Kuwait, Dubai (United Arab Emirates), Madagascar, Syria, and Egypt.

Full of this experience in hospitality management, he joined EHL Business Hospitality school. He was a full-time senior lecturer for thirty years, teaching all aspects of F&B management and Service Quality Design related to Customer Experience-CX.

For 2017-2018, he received the best teacher of the year award, nominated by peers and students. Currently, at the head of his company Najar Hospitality Consulting, he continues to share his knowledge at the EHL Business Hospitality School as a visiting professor and with Guilin-China (a certified school by EHL Business Hospitality school), where he teaches Marketing.

During his thirty years of teaching, Alain has never stopped learning, firmly believing in the concept of "Learning Organisation."

He applied this to his own life by: -being in regular contact with the industry, -taking a one-month sabbatical year to go back to the industry, -giving various seminars in continuing education (F&B, CX, Value Creation, Team building) for professionals in many countries worldwide, -being a speaker in various conferences, and now by being an expert in school certification.

As a true professional, Alain understands that in hospitality, it is not what you do that is important, but how you do it. What is important is how you make people feel better. He understands that providing happiness, caring, love, experience, emotions, and a smile is essential. And he knows that to do this, you need the best People with knowledge but mainly with emotional skills, the spirit of love to serve, care, and smile.

### Topics:

Value Creation in Food Service Industry

Food & Beverage – Enhancing Customer Experience



## Laura Obreja Braşoveanu

Her research, teaching and publishing activities relate to Financial Analysis, Capital Budgeting, Financial Markets, and Financial Macroeconomics. She has coordinated and been a member of several research projects related to Economic Growth, Corporate Finance, and Fiscal Policy. Laura obtained her PhD in Finance from ASE with a doctoral thesis on economic growth and received her habilitation certificate in Finance in 2021.

Her main areas of interest, reflected in numerous publications, are related to the evaluation and financing of direct investment projects, the financial structure of enterprises, the impact of fiscal policy on economic growth, and the vulnerability and sustainability of fiscal policy. Alongside her academic career, she has also engaged in consultancy activities in areas such as cost-benefit analysis, enterprise evaluation, and the standardization of economic-financial elements within the evaluation and selection process.

### Topics:

Corporate Finance



## René-Ojas Woltering

**Prof. Dr. René-Ojas Woltering** is an Associate Professor of Real Estate Finance at EHL Hospitality Business School. He holds a PhD in Business Administration from the University of Regensburg and combines academic insights with industry practice to educate and equip the next generation of real estate finance professionals.

At EHL, he teaches courses on Real Estate Finance & Investment, Hotel Development, and Financial & Banking Markets. His research, which spans topics like real estate investment strategies, hotel valuation, and sustainable real estate, has been published in top-tier journals including

the *Journal of Banking and Finance*, *Real Estate Economics*, and the *Journal of Real Estate Finance and Economics*.

Prof. Dr. Woltering also brings extensive industry experience in real asset management, portfolio management, and consulting. He has received numerous awards in finance and investment competitions.

### Topics:

Real Estate Finance & Valuation



## Mihail Tanase

**Mihail Ovidiu TANASE**, Prof. 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, consulting) and led to the 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 improve the quality.

Further educational activities focused on the tourism domain especially the hotel management and ecotourism fields. In this regard, he published more than 30 articles and conference papers have been published in national and international renowned journals. He is a member of: Skal International – Bucharest Club, Academic Association for Research in Tourism and Services – CACTUS, Association for Innovation and Quality in Sustainable Business – BASIQ.

He was involved in different Erasmus programs and teaching activities with several universities: University of Almeria (Spain), University Aldo Moro Bari (Italy), University of Portucalense (Portugal) and other projects regarding academic curricula, internship stages, students' academic performance.

### Topics:

Front Office Management  
Managing Hospitality in Romania  
Coaching Capstone Project



## Ian Millar

Millar has been a senior lecturer of hospitality information technology at EHL since 2021. Coming from a hospitality family, Millar has spent his entire life in the hospitality industry, originally from the UK he has lived and worked in the UK, Belgium, Thailand, France and now Switzerland. He is a designated CHTP (Certified Hospitality Technology Professional). Millar is also a Student Business Project (SBP) coach for the final year bachelor students on top of his teaching. A mentor to many hospitality technology start-ups he works to enhance technology usage in the hospitality industry. He is also a technology advisor to many industry

conferences. Finally, he received the prestigious HFTP Paragon Award for 2020 for lifetime services to hospitality technology and education.

### Topics:

Technology Management in Hospitality



### Meng-Mei Maggie Chen

Meng-Mei Maggie Chen is a marketing faculty member at EHL Hospitality Business School, University of Applied Sciences & Arts, Western Switzerland. Dr. Chen is passionate about the hospitality industry, and she leverages her sense and sensibility to develop unique insights. Dr. Chen works closely with the hospitality and tourism industry through consulting projects and publications in academic and trade journals. Dr. Chen's research interests include niche markets, experience economy, hospitality and tourism marketing strategy, and destination marketing. She is currently working on a Flagship Project, Resilient Tourism, funded by

Innosuisse, and writing a book (Hospitality Vibes) exploring the future of the hospitality industry where positive energies created through human interactions will be the new value proposition.

#### Topics:

Strategic and Digital Marketing

Service and Hotel Marketing & Sales



### Cindy Heo

Dr. Cindy Heo is an Associate Professor of Revenue Management at EHL. She also teaches revenue management as a visiting professor at several universities, including the University of Angers in France, IULM University in Italy, Guilin Tourism University in China, and Shanghai Business School in China. Additionally, she delivers custom executive education programs on revenue management strategy across Asia, the Middle East, Africa, and Europe. Currently, Dr. Heo is a member of the HSMAL Europe Revenue Optimization Advisory Board. She has served as a Coordinating Editor for the International Journal of Hospitality Management and as an Associate

Editor for the International Journal of Consumer Studies. She is also on the editorial board of Tourism Management. Dr. Heo has received numerous research awards and has been included in the 2022 and 2023 updated list of the World's Top 2% of the most-cited scientists in various disciplines, published by Stanford University.

#### Topics:

Revenue Management



## Margarita Cruz

Margarita Cruz, PhD in Economics, is an Assistant Professor of Strategic Management and Entrepreneurship at EHL. Margarita's research lay at the intersection between organizational theory and entrepreneurship, with a particular focus on the role of social evaluations on entrepreneurial outcomes such founding of new organizations and introduction of new products.

During her academic career, Margarita has also visited the Robert H. Smith Business School, University of Maryland (2015-2016) and has raised substantial research funds from the Swiss National Science Foundation and the University of Applied Sciences and Arts of Western Switzerland. In her research, Margarita is passionate about breweries, restaurants, and luxury hotels.

In the classroom, Dr Cruz likes to bring state-of-the-art trends and practices about the entrepreneurial and strategic scene in the hospitality and F&B industries. Before joining academia, she gained experience as business engineer in the banking and chemical industries.

### Topics:

Hospitality Strategic Management  
Innovation & Entrepreneurship



## Calin Ile

Hotelier since 1995, Calin Ile is deeply involved in promoting tourism in Romania, aiming to make tourism a priority industry for the national economy.

Calin Ile graduated from the tourism faculty of ASE in 1995 and has also attended various international tourism courses such as the Hotel School den Hague and the Course for International Hotel Managers by EHMI. In 2011, HTB Hospitality Forum awarded Calin Ile the title of "Hotelier of the Year".

From 2015 to 2023, Calin held the position of President of FIHR – the Federation of the Hotel Industry in Romania and is currently the Honorary President of FIHR. During his mandate, FIHR supported several tourism promotion campaigns (Romania promoted on BBC, Romania in My Heart, Repatriot Tourism) as well as campaigns to support the education of the workforce in tourism (ARLITH - the association of tourism high schools in Romania, Open Doors Day).

In 2020, through FIHR, he initiated the establishment of the Alliance for Tourism APT, an effort aimed at uniting the hospitality industry in Romania. In May 2020, APT developed the SOS Romanian Tourism document, with 10 short-term solutions and 50 medium and long-term solutions for the hospitality industry. Calin is also Vice President of the Confederation of Employer Organizations Concordia, one of the most important employer organizations in social dialogue.

In his professional activity, Calin has distinguished himself as one of the most active hoteliers in the

country, working for over 20 years as a manager of 3, 4, and 5-star hotels in Bucharest, Brasov, Constanta, Timisoara, and Sibiu. He is currently a Senior Partner at Premier Hospitality, one of the leading companies in tourism consulting and hotel management.

He is an active supporter of responsible tourism, having been responsible for the CSR activities of the Accor hotel group in Romania for 3 years. In this position, he had the opportunity to support important causes such as the Plant for the Planet project, through which over 3 million trees were planted in the forests of Transylvania.

### Topics:

Managing Hospitality in Romania



### Anca Pavel-Nedea

Anca NEDEA Pavel was one of the youngest Executive General Manager's (at her 25th years) and GM's (starting 2007) for one of the most important chains in Romania Hospitality Industry, ANA HOTELS.

She is a winner in an exclusive men's world in one of the toughest services industries - Hospitality Industry.

She leaded, starting 2000 until 2014, two of the most important business in tourism on the Romanian Black Sea coast.

She started in tourism as a Financial Controller, position which made her familiar with all the important details of the business. Her experience as a GM put Ana Hotels (Hotel Europa, Hotel Astoria, Ana Aslan Health Spa and Ana Yacht Club private marina) in one of the pole positions of the properties from the Romanian cost.

Starting 2010 until 2014, she leaded one of the well-known resorts from Mamaia, Hotel IAKI and Spa, owned by the famous football player Gica Hagi. She managed to reposition the brand, the business and to build a team in a very tuff period world-wide and local, exactly with the start of the economic crises.

Starting October 2014, she and her partners put together a new management company in Hospitality Industry, "THEMAKERS", and she was put in charge of the new project, due to her experience in managing hospitality properties. One of the toughest and most successful projects was investing, pre-opening and opening of the biggest resort on Danube Delta – Green Village Resort, Sfantu Georghe.

Starting October 2015 until February 2017, she faced a new challenge – taking the lead of the National Authority for Tourism of Romania, as a President with Secretary of State rang. In this period, Romanian tourism knows the biggest growth after 2008. She is responsible for a lot of premieres like the new Strategy for Development and Marketing, implementing the concept and strategy for DMO's (Destination Management Organizations), repositioning of the National Authority for Tourism of Romania in face of the general public, the new approach in new –media tendencies building new instruments for on-line and social-media and many others.

Since 2017, she took the lead of MAMAIA-CONSTANTA PROFESIONAL ASSOCIATON, as an Executive Director, aiming for developing the destination trough integrated management, as a partnership between public and private sector.

Since 2019, she is the Owner and Administrator of a 235 rooms Resort on the South part of the

Romanian Black Sea.

**Topics:**

Organizational Behavior & Leadership

Coaching Capstone Project



**Gabriel Iovu**

Gabriel Iovu is a business executive with extensive experience in management, technology, and hospitality. As CEO of Expressoft Technology, he has led the development and launch of cutting-edge cloud-based software, driving strategic growth and operational excellence. Gabriel also serves as an Associate Professor at The Bucharest University of Economic Studies and as a faculty member at the Center for Creative Leadership, where he specializes in transformational leadership, innovation, and strategic management.

He has a global business background, having worked with companies across Europe, Asia, the Middle East, and the USA. Gabriel is actively involved in professional organizations such as Romanian Business Leaders, Tech Angels, and AmCham. He holds a Global Executive MBA from IE Business School and is currently studying innovation and entrepreneurship at Stanford University. Gabriel's commitment to continuous learning and leadership development underscores his reputation as a leader dedicated to making a positive impact on the business world.

**Topics:**

Hospitality Strategic Management



**Ioan Bodea**

I have had the tremendous fortune to grow my professional knowledge and experience "forged" in the challenging and equally rewarding projects developed at the top of the few most competitive industries worldwide over the last 30 years. I had a rare opportunity to be able to enjoy all my activity either in corporate environment, digital enablement, advertising, development project management or entrepreneurial endeavours.

I have successfully navigated diverse sectors, from digital transformation projects at 2BCOM THINK TEAM, where I continue to fulfil the role of Managing Director, to retail innovation at IKEA Romania. My expertise encompasses managing complex SAAS projects, developing e-commerce platforms, and spearheading sales automation initiatives. At 2BCOM THINK TEAM, I have led digital transformation efforts for prominent clients like SKODA and ZENTIVA, and integrated sales and communication projects for brands such as SHERATON and A&D Pharma. At IKEA, I played a pivotal role in creating a fully digital business engagement platform and

developing a local e-commerce platform with over 120,000 retail items.

My tenure at DTH Television Group saw significant subscriber growth through innovative marketing strategies, while at BANEASA INVESTMENTS, I was instrumental in marketing and strategic cross-functional projects for the major real estate development. Additionally, my role at DHL INTERNATIONAL ROMANIA focused on sales automation and e-commerce program implementation as well as the coordination of largest simultaneously rebranding project for east Europe area.

With a solid foundation in executive education from ASEBUSS and a degree in Advanced Marketing Studies, I combine strategic vision with hands-on implementation skills, digital transformation, automation process in order to consistently drive corporate vision and strategy to profitable reality. This unique blend of experience across multiple industries positions allows me to provide valuable insights and innovative solutions for business development and digital transformation projects.

**Topics:**

Business Communication



### **Christine Schillings**

Christine Schillings, an internationally renowned manager in the hospitality industry, with over 30 years of experience in the hospitality industry, holds the position of Chief Executive Officer for Romania of the Swiss educational group winned.swiss.

She worked in the operational sphere in hotels in France, Germany, Great Britain, as well as in Romania, where she was part of the management team that opened the Athénée Palace Hilton Hotel. She also served as Hilton Worldwide Regional Director for 16 years, coordinating a portfolio of 46 hotels in Eastern Europe, Turkey, Russia, and Israel.

She led, as general manager, the Ana Hotels Romania group, and since June 2018 she has held the position of general manager of the Crowne Plaza Hotel Bucharest.

A Belgian national, she graduated from Hotel Management School in Brussels and then specialized in Asset Management, Project Management at Cornell University.

In addition to the business area, another activity in which she invests a lot of energy is professional training, being specialized in leadership courses for future managers, and holding an EHL Train-the-Trainer certification.

Since July 2020, she holds the position of CEO of winned.swiss Romania.

**Topics:**

Front Office Management



## Sergiu Nedelea

With over 25 years of experience in the hospitality industry, Sergiu Nedelea is not only one of the most renowned Romanian Sommeliers but also a prolific author in the field and a trainer with a solid reputation. The countless generations of new sommeliers who have graduated and continue to graduate from his courses amply demonstrate his training abilities. Fully involved in the field of wines and other beverages, he is the president of Wine Taste Association, Ambassador for O.E.V.E. Romania and president of the Oenological Commission of O.E.V.E. Romania.

With a MSc in Management and Marketing of Oenology and a W.S.E.T Certification, Sergiu Nedelea was given the award of „Best Sommelier in Romania” in 2017, 2018, 2019, 2021, 2022, 2023 by Horeca Insight Magazine and was part, for 11 years, of the team that have represented Romania at Concours Mondial de Bruxelles.

He authored and co-authored many books and articles and it's a enthusiast collaborator for several specialized publications (Wine&Spirit Club, Secrete de Chef, La Cucina, Vinul.ro, Horeca Romania, Food&Bar Magazine, Millesime) and TV shows. He is also a member of Romanian Association of Tourism Journalists and Writers.

### Topics:

Wine Knowledge & Beverage Management



## Cristian Gheorghe

Cristian is an experienced human resources services professional. Between 1997 and 2007, he delivered training programs for managers of some of the best companies operating in Romania, contributing to the development of human resources in successful companies as Dr. Oetker, Tymbark, Coca-Cola, Siemens PSE, British American Tobacco, HelpNet Farma, Bristol Meyers Squibb. Cristian has also coordinated business consulting projects that resulted in the redesign of human resource management processes in client companies. He is now the Managing Partner of Nexus Consulting International, company he founded in 2000.

Between 2007 and 2011, Cristian held the position of General Manager of BIA HR Management Services. During his term, the company's services have diversified, increasing the sales threefolds.

Cristian graduated the EMBA IEDC Bled School of Management, Slovenia in 1999 and the University of Economic Studies, Trade, Tourism and Services, in 1994 in Bucharest. Between January and June 2000 he was a consultant for CARNet, Croatian Academic and Research Network in Zagreb, Croatia. In 1997 he had a scholarship offered by Helsinki Mobility Center and attended courses at North Karelia University in Joensuu, Finland. He is the President of IEDC Alumni Club Romania and an active member of HR Club.

### Topics:

Human Resource Management



## Nina Moldovan

With a wealth of experience in business development, Nina has dedicated her career to enhancing the hospitality sector through strategic leadership and a relentless pursuit of excellence. Her extensive background in new business development equips her with a thorough understanding of the challenges and opportunities faced by startups, thanks to her involvement in projects from their earliest stages.

With over 23 years of experience across various roles and domains, including tourism, hospitality, real estate development, and startup programs, she remains committed to elevating service standards,

optimizing operational efficiency, and giving back to the community.

Her mission is to foster innovation within the hospitality and real estate industries, seamlessly blending tradition with technology and always striving for excellence.

As the Honorary Consul of the Republic of Moldova, she serves as a catalyst for synergy between the two countries, fostering educational, cultural, and business exchanges. This unique role at the intersection of diplomacy and hospitality has further refined her expertise in new business development within the hospitality sector.

### Topics:

Coaching Capstone Project - Project Management

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

The modules 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 and Gabriela Tigu

### 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
- Practice the real-life project management and learn how to develop multitask activities

#### 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 able 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 ready to learn 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 several 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 René-Ojas Woltering

### UNIT DESCRIPTION

Every hotel business is housed in a real estate asset. In recent years, hospitality enterprises have further acknowledged how critical real estate fundamentals are to owners as much as to operators. A sound real estate asset attracts superior managers, more customers and adequate capital. No wonder, real estate is usually the largest single asset class even for the so-called “asset light” hotel enterprises.

Therefore, a hotel manager, either from the ownership side or the operations side of the business must master the fundamental real estate concepts to tread up the ladder, or to retain the leadership position. The first step towards developing optimal real estate strategy is to appreciate how a hotel is valued (or miss-valued), which stays as the focal point of this module.

## LEARNING OBJECTIVES

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

### Knowledge

- Describe how the hospitality and real estate industries are intertwined
- Appreciate the analytical aspects and challenges of hotel valuation

### Competencies

- Apply broad analytical skills to hotel valuation using multiple methods
- Develop broad level financial pro-forma on MS Excel

### Mindset

- Perceiving a hotel as a financial asset
- Stay hands-on with numbers

## METHODOLOGY

- Problem-based learning with case studies and interactive participation
- Readings and on-the-go practice exercises

## ■ 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 Anca Pavel-Nedea

#### 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 Cristian Gheorghe

### 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 Ioan Bodea

### 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

### ■ FRONT OFFICE MANAGEMENT by Christine Schillings and Mihail Ovidiu Tanase

#### 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 front-office area

### Competencies

- Identify and analyze the customer experience before, during, and after the stay indifferent lodging concepts
- Explain the impact well trained staff within the Front-Office has on the hotel's bottomline
- 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 Najar

### 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 AlainNajar

### 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 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 Sergiu Nedelea

### 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 and Gabriela Tigu

#### 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 benefits 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 Ian Millar

### 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 Cindy Heo

### 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 Margarita Cruz and Gabriel Iovu

#### UNIT DESCRIPTION

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

#### 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 Calin Ile and Mihai Tanase

### 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 the participants 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. **The Capstone Project is the main exercise of the programme and it represents the highest weight of the general assessment.**

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.
12. The courses will be finalized with a graduation exam.
13. 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.

Postgraduate Program –  
**Strategic Hospitality Management**



hospitality.ase.ro

---

A UNIQUE and INSIGHTFUL program designed by



with the participation of

