

## MSc in International Hospitality Management Course description

### Compulsory Modules

**Hotel Asset Management (FINN901)** This module will teach student to understand the role of 'asset management' in maximizing value for owners in the international hotel industry. Students will be able to demonstrate an understanding of the concepts that underpin the options for managing assets and apply the techniques that allow for the evaluation of the options for managing assets. Coverage includes: financing decisions, developing operational budgets, identifying EBITDA, capital expenditures and proposals, management contracts, operating lease agreements, valuation and financial feasibility reports.

**Applied Statistics for Business Research (STAT901)** This course prepares students to identify and discuss the requirements, limitations and weaknesses of descriptive/inferential statistical tests in a given scenario, to analyze and discuss conclusions based upon descriptive statistical analysis of data, analyze and discuss conclusions based upon inferential statistical analysis of data, discuss and apply sampling theory and apply software analytical packages (e.g. Excel, SPSS). Students will be able to appropriately analyze and interpret empirical data. Coverage includes: graphical displays of univariate data, numerical description of central tendency, variability and position, exploration of bivariate and categorical data, probability concepts, hypothesis testing, probability descriptions, central limit theorem and confidence interval, non parametric statistics, parametric tests and multiple regressions.

**Business Research Methods (RESH901)** This module provides students with the ability to identify a researchable question/s and to critically appraise the literature as a means of examining and defining knowledge gaps. Students will then, describe and apply the research process, write a research proposal for an identified research question, defend their research proposal, conduct a pilot study of the proposed research and critique a research article. Coverage includes: Business research, research process, literature review, ethics, qualitative and quantitative methods, collecting data, populations and samples, descriptive analysis and descriptive and inferential statistics.

**Developing and Monitoring Corporate Strategy (MNGT903)** This course focuses on corporate strategy and viewing the company from a global perspective rather than at a functional business level. Students will examine the formulation, implementation, and evaluation of strategies in hospitality firms and apply conceptual frameworks to specific business situations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communications. This is an applied learning course. Through a combination of lectures, readings, experiential exercises, case studies, and class

participation, this course will develop skills in critical and effective strategic analysis, thinking, and communication. Coverage includes: strategic management, concepts of value chain analysis, external analysis of opportunities and threats, internal analysis of resources, capabilities and competitive advantage, strategy analysis, strategy implementation, strategy evaluation, game theory and strategic management case analysis.

**Hotel Services Operations Management (MNGT901)** This module integrates the theory of SOP with practical applications drawn from examples of contemporary hospitality, tourism and leisure services. Coverage includes: operations, operations management and the operations network, roles of the operation function of organisations and of operating managers, services, services operations management and services management, design and layout of leisure related services, services capes, capacity and demand management, service people, service encounters, customer satisfaction, service quality, service quality measurement and management and operations performance and performance measurement.

**International Recruitment and Talent Retention (MNGT902)** This module focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide the highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength an organization; development of retention strategies that tie rewards to performance; creation of workforce planning systems that will provide succession planning within the organization; and the utilization of technological systems to support these functions within human resources planning. Coverage includes: Talent management systems, job core competencies, job descriptions, job analysis and job design, performance management systems, career track planning process, recruitment strategies, legal issues in the hiring process, selection techniques, talent planning, training and development of talent for leadership development, compensation plans and the implementation of the talent management process.

## **Elective Modules**

**Business Continuity Planning (MNGT904)** This module develops the students' understanding of the key elements of Business Continuity and Crisis Management and the role of risk managers and their organisations in ensuring business continuity. Coverage includes: Understanding the risks, stakeholders and their roles, governance, good practice standards, regulation and the law, culture, strategy performance, risk and business continuity, the business continuity management cycle, the business impact analysis, technology exposures and continuity, dependency management, the role of people, insurance products, maintenance, benchmarking, assurance and audit and PR risk issues.

**Entrepreneurship (ENTR901)** This module provides students with up-to-date and competitive education in management with a focus on entrepreneurship and environmental analysis. The aim of this module is to provide students with a deep knowledge and understanding of contemporary research and business practices as well as with the frameworks, skills, and tools needed in entrepreneurial activities. As a result of taking this module, students should be able to: identify, through the application of a structured process, a viable hospitality-business related opportunity and to articulate that opportunity in a business plan suitable for presentation to potential investors. Coverage includes: Introduction to Entrepreneurship and case study analysis, environmental scanning, systematic process to identifying business opportunities, barriers to business start ups, the needs and expectations of investors, business plan construction and evaluation, types of investments and the legal contractual environment, managing pay back and the re-negotiation process, business start-up and continual re-evaluation of the business performance against plan.

**Hotel Benchmarking (MRKT902)** This module introduces various benchmarking tools, approaches and techniques; provides students with the necessary skills to conduct benchmarking initiatives; assists them in analyzing research for competitive intelligence; and; provides them with the knowledge to successfully plan and implement process improvements for organizational best practice and improved corporate performance. Coverage includes: benchmarking: types, process and benefits, benchmarking issues and the limitations of primary benchmark data, ethical aspects of benchmarking and measurements, legal aspects, sources of benchmark data for the hotel industry, issues and limitations of secondary data, costs of benchmarking and benchmarking case studies.

**Digital Marketing (DIGM903)** This module aims to develop a detailed understanding of how direct digital marketing can be applied within today's industry. The curriculum is designed to provide students with the analytic and strategic expertise necessary to succeed in today's increasingly interactive and multichannel marketplace. Coverage includes: assessing the impact of digital technologies, analyzing e-services requirements, defining broad guidelines for developing and evaluating a digital presence, investigating and adapting models of consumer behaviour, acquiring expertise on the authorities that manage the internet, evaluating new channels of distribution, exploiting the marketing value of new media channels and identifying and measuring success factors for managing a digital strategy as a central component of the overall marketing strategy.

**Sustainable Tourism Development (TOUR901)** This module teaches students to identify the potential impacts of tourism on natural and manmade environments, and to identify suitable indices for measuring tourist impacts in a social, cultural, economic and physical environment. Students will be able to list suitable planning actions open to management for dealing with tourism impacts in a social, cultural, economic and physical environment, assess the efficacy of

planning at site, regional and national levels with reference to tourism impacts; and be familiar with techniques used in such assessments, e.g. cost benefit analysis, zoning, boardwalks etc. Coverage includes: historical development, climate and environmental change, micro and macro management, destination management, demand for sustainable tourism, site design, wild life and tourism, water quality, social and cultural impacts of tourism, sustainability, and project work based on field visits.

**Cross Cultural Selling and Marketing (MNGT905)** This module assists students to understand, relate to, and work with their clients and counterparts from various cultures worldwide and the benefits of tolerance and respect for cultural differences in conducting business on a global scale. The module provides students with advanced knowledge of marketing, through analysis of marketing theory and its application from a cross-cultural perspective. An in-depth look at international marketing is provided by adding a cultural variable to consumer behaviour, market research, marketing decisions, strategy, and marketing communications. Students will gain an understanding of how marketing beliefs and practices differ across cultures and regions and the tools necessary to make one's own inferences about marketing in a given situation. These skills are essential tools for managers to help their organisations succeed. Coverage includes: Introduction to Cross-Cultural Selling and Marketing, Global Marketing Concepts, Global Cultures and Consumers, International Channel Management, International Marketing Research, Emerging Markets, Global Marketing Communications, International Product Development and Brand Management and Trends in International Marketing.

### **Post Graduate Thesis (DISS901)**

This module aims to provide students with the opportunity to specialize and conduct business research using appropriate research methods. It enables student to develop advanced critical thinking and evaluation skills relating to the deployment and use of research to investigate a business research question relevant to hospitality and tourism industry. In undertaking this module students will develop and refine skills in independent research and develop advanced scholarly skills in reporting and presenting research. Prerequisite: RESH901

### **Business Research Project (PROJ901)**

The primary aim of the Business project is to allow students to acquire and demonstrate skills and knowledge to independently define, plan and execute a research project. For in-company projects it is important that the Project looks at the in-company project as an example or case-study of a phenomenon that also has relevance outside this specific company. This means that for all projects both academic as well as practical relevance are crucial. Prerequisites: RESH901 and STAT901.