

## MHM Program Objectives

The Master of Tourism and Hospitality Management is a hybrid program blended between Tourism and Hospitality management. The program has a vision to produce a competent workforce equipped with knowledge, skill competence and attitude (KSA) for providing leadership in developing and managing tourism and hospitality sectors in the 21<sup>st</sup> century in the context of Nepal, where tourism and hospitality as a whole has been regarded as one of the top priority sectors for national development and prosperity.

More specifically, the program aims to --

1. develop mastery of functional components of business -- economics, marketing, accounting, finance, law, organizational behavior, and leadership,
2. assess effectively, both orally and in writing, information and ideas pertinent to business decision making,
3. appraise current information technology effectively to support business decision making,
4. value and integrate diversity and a global perspective on business decisions,
5. demonstrate with independent, critical thinking, and reasoning skills to critique problems and develop problem solving and decision-making abilities, and
6. comply with ethical issues in a business context and formulate alternatives that demonstrate ethical values.

## Course Cycle

The MHM Program has been spread over four semesters for total program duration of two years. The total of 69 credit hours of teaching learning has been provisioned as the academic requirements for earning a master's degree.

I.	Compulsory and Core Courses:	33 Credit Hours
II.	Focus Area Courses:	24 Credit Hours
III.	Elective Courses:	03 Credit Hours
IV.	Policy Analysis Course:	03 Credit Hours
V.	Thesis:	06 Credit Hours
	<b>Total</b>	<b>69 Credit Hours</b>

## CourseCycle

Following is the course cycle of the program:

SN	Course Code	Course Titles	Credit Hours	Remarks
<b>Semester I</b>				
1	MHM 501	Management for Tourism& Hospitality	3	
2	MHM502	Economics of Leisure & Tourism	3	
3	MHM 510	Philosophical Foundations of Tourism & Hospitality	3	
4	MHM 512	Human Resource Management for Tourism & Hospitality	3	
5	MHM 515	Management Accounting for Tourism & Hospitality	3	
6	MHM 508	Accommodation Operations Management	3	
<b>Total Credit Hours</b>			<b>18</b>	
<b>Semester II</b>				
7	MHM 507	Financial Management for Tourism & Hospitality	3	
8	MHM 504	Organizational Behavior	3	
9	MHM 506	Quantitative Analysis for Tourism & Hospitality	3	
10	MHM 524	Adventure Tourism	3	
11	MHM 513	Service Marketing	3	
12	MHM 509	Food & Beverages Management	3	
<b>Total Credit Hours</b>			<b>18</b>	
<b>Semester III</b>				
13	MHM 523	Global Marketing for Tourism & Hospitality	3	
14		<b><i>Elective I in Tourism</i></b> MHM 516: Aviation Management Or <b><i>Elective I in Hospitality</i></b> MHM 519: Event Management	3	
15	MHM 505	Entrepreneurship for Tourism & Hospitality	3	
16	MHM 511	Applied Research	3	
17	MHM 517	Policy Analyses Seminar in Tourism and Hospitality	3	
18	MHM522	Facility Management for Tourism& Hospitality	3	
<b>Total Credit Hours</b>			<b>18</b>	
<b>Semester IV</b>				
19	MHM 514	Sustainable Development for Tourism & Hospitality	3	
20	MHM 518	E-Tourism	3	
21	MHM 503	Strategic Management for Tourism and Hospitality	3	
22	MHM 602	Thesis Research	6	
<b>Total Credit Hours</b>			<b>15</b>	
<b>Grand Total</b>			<b>69</b>	

## Course Details

### Detailed Course Syllabus

#### MHM 501: Management for Tourism and Hospitality [3 Credit Hours]

##### 1. Course Objectives

The primary purpose of this course is to impart students with concepts, skills competence to provide effective management skill in tourism and hospitality institutions. In addition to this the course further intends to establish the understanding of various concepts and philosophies of management, and its emerging concepts, impending challenges and drawing their reflective influence over the management of tourism and hospitality institutions in prevailing context of Nepal.

On successful completion of this course, the students will be able to –

- relate the applications of various concepts of management into evidence-based practices in service industry under changing global contexts,
- manage the services, institutions and the industry with the highest standard of institutional development and service execution by means of effective and efficient managerial roles and skill competencies,
- provide with effective leadership and management in all phases of management process functions in tourism and hospitality, and
- develop a plan of action in managing an institution specializing in the service economy.

##### 2. Course Description

This course has been designed on the principles and practices of management from the perspective of managing tourism and hospitality services and institutions. The course also provides depth understanding of conceptual and philosophical perspectives of management, its process and functions, the challenges of managing today, bestemerging practices and understanding the outcomes of effective management in the context of managing tourism and hospitality services and institutions as the backbone of service industry.

The activities to be performed during the course delivery comprise of a multi-mode approach structured lectures including, thematic presentations, group project works on management simulations, seminar presentations, management workshops, case studies [both video and text based], take home assignments, term papers, and other important events for learning and development.

##### 3. Course Contents

###### Unit I: Introduction [12 Hours]

**Conceptual Insights on Tourism:** Meaning, nature, scope and significance of tourism and hospitality industry; scale, concept and structure of tourism and hospitality; components of tourism and hospitality; general impact of tourism development; travel motivation; **Conceptual Insights on Management:** Meaning, significance and scope of applications management;

universality of management; managerial roles and skills applicable for tourism and hospitality institutions; distinction between managerial efficiency and effectiveness; linkage of management with operational functions of tourism and hospitality institutions [with examples from hotel operations, travel and trekking agency operations, airlines operations]; issues and challenges governing management in service industry; emerging concepts of managing in tourism; career prospects in managing the present day tourism industry.

### **Unit II: Managing the Tourism System [8 Hours]**

Accommodation, transportation [management of air transport, airports, airlines, land and water transport], site and visitor management at natural attractions, tour operations management, tour operating value chain; policy regulations and de-regulations in tourism [aviation, hotel industry and adventure], tour operations policy guidelines; strategic alliance and networking in aviation and other tourism industries.

### **Unit III: Managing Tourism Destinations [12 Hours]**

Basic concepts, nature and significance of tourism destination; process of destination development and promotion [destination/product identification, selection, development, packaging, marketing and promotions, and governance of destination products]; assessment of destination competitiveness [local authenticity, reach, unique offering, natural setting, local participation, learning experiences and delightful memories]; agencies responsible for the promotion of tourism destinations and their roles and duties [Destination Management Organization (DMO), Nepal Tourism Board (NTB), and other actors and public-private line agencies]; prospects, challenges and achievement in promoting Nepalese tourism destinations in the recent days.

### **Unit IV: Emerging Management Practices in Tourism [10 Hours]**

Key issues and trends in managing tourism and hospitality industry in context of Nepal; management of socio-ethical and political-legal compliances; GESI considerations; transforming into learning organization; team-based management; spiritual and charismatic leadership for hospitality promotion; institutional responsiveness towards its people and society; consideration of institutional accountability in service industry; concept of total guest satisfaction, guest delivered service quality and shared happiness; corporate social responsibility (CSR) and its significance in tourism; principles and practices of sustainable tourism development.

### **Unit V: Outcomes of Effective Management in Tourism and Hospitality [6 Hours]**

Attainment and maximization of stated goals of the organization, process improvement, enhancement of organization-wide productivity, guest and staff retention, increment of shared happiness, quality of work-life improvement, control over operating defects and lags, and guaranteed institutional sustainability.

## **4. Basic Textbooks**

Goeldner, C. R., Ritchie, J. R. B. (2012). *Tourism: principles, practices and philosophies*. (12<sup>th</sup>ed.). New Jersey: John Wiley and Sons, Inc.

Pender, L., & Sharpley, R. (eds.). (2005). *The management of tourism*. London: Sage Publishing Inc. Ltd.

Powers, T., & Barrows, C. W. (2003). *Introduction to management in the hospitality industry*. (12<sup>th</sup>ed.). NY: John Wiley & Sons, Inc.

Morrison, A. M. (2013). *Marketing and managing of tourism destinations*. Oxon: Routledge.

Walker, J. R. (2011). *Introduction to hospitality management*. New Delhi: Prentice Hall India Limited.

### **1. Course Objectives**

Economic consideration is very important for managerial decision-making, it is anecessity of a manager in tourism and hospitality to understand and apply the concepts of experience economy while managing service institutions under changing local and global contexts. Therefore, the main objective of this course is to impart in students with the concepts and practical insights of managing economic affairs of tourism and hospitality specialized institutions.

More specifically, on completion of this course, the students will be able to exhibit effective knowledge, skill competence and attitude to –

- display the conceptual knowhow of the discipline of applied economics in context of tourism and hospitality management,
- undertake effective exploration of truthful information pertaining to economic decision making in tourism and hospitality institutions,
- appraise the applications of information communication technology (ICT) to support economic management functions while managing tourism and hospitality institutions,
- exhibit perceived value to integrate diversity and a global perspective in designing and executing economic management decisions in tourism and hospitality institutions,
- demonstrate independent, critical thinking and reasoning skills to critique problems and develop problem solving and decision-making ability by applying various tools and techniques of micro and macroeconomic situations in tourism and hospitality sectors, and
- provide leadership to comply with socio-ethical issues in the context of formulating and implementing alternatives, strategic economic decisions while managing tourism and hospitality institutions.

### **2. Course Description**

This course comprises of core concepts of the applied economics in context of tourism and leisure industry. It attempts to provide a learning avenue for understanding organizations and markets in leisure and tourism industry with closer emphasis on building understanding of leisure and tourism organizations and the external environment. The course also covers basic concepts on taking investment decisions in leisure and tourism. Similarly, the course covers analyses of impact of leisure and tourism economy in the process of nation building. Finally, it provides with a brief learning opportunity on international aspects of leisure and tourism economy.

### **3. Course Description**

#### **Unit I: Introduction [6 Hours]**

Concept and definition of experience or service economy, service commoditization and service staging or stager economy; role of tourism and hospitality for national socio-economic development and prosperity; economic challenges and prospects of tourism and hospitality development and promotion in Nepal; multiplier effects of development of tourism economy in context of Nepal.

**Unit II: Understanding Organizations and Markets in Leisure and Tourism [8 Hours]**

Leisure and tourism organizations; the market for tourism and leisure products; management of demand [choice, elasticity and forecasting], supply and cost of tourism and leisure products; pricing and marketing strategy in service economy; market intervention strategies in service economy.

**Unit III: Analyses of Leisure and Tourism and External Environment [10 Hours]**

Assessment of national environmental competitiveness [public physical infrastructure, education, communication, health and sanitation, transportation, international relations, natural environment] for leisure and tourism development and promotions; national socio-cultural, economic, political and technological environment [PESTL analyses]; analyses of economic opportunities and threats.

**Unit IV: Investing in Tourism Hospitality Industry [10 Hours]**

Assessment of national priorities for sectorial emphasis on economic development in context of Nepal; performing investment appraisal in public and private sector with focus on experience economy; prospects and challenges facing investment in context of Nepalese service economy.

**Unit V: International Aspects of Service Economy [10 Hours]**

Global trends of economic development and investment in productive sectors; Nepal national status of receiving foreign direct investment (FDI) and its share in service economy; multinational tourism and hospitality enterprises operating in Nepal and their contribution for employment generation and socio-economic development; assessment of balance of payment (BOP) status of the Nepalese tourism and hospitality industry; economic prospect of marketing and promotion of Nepalese intellectual property rights in tourism and hospitality.

**Unit VI: Outcomes Leisure and Tourism Economic Development [4 Hours]**

Employment generation; FDI pull; multinationalization and globalization; BOP enhancement; promotion of national indigenous knowledge; exploitation of national opportunities and resources; promotion of international relations.

**4. Basic Textbooks**

Bull, A. (1995). The economics of travel and tourism. (2<sup>nd</sup>ed.). Melbourne: Wesley Longman.

Tribe, J. (2011). The economics of recreation, leisure and tourism. (4<sup>th</sup>ed.). Available at: <https://www.sciencedirect.com/book/9780080890500/the-economics-of-recreation-leisure-and-tourism>

Tribe, J. (2001). The economics of leisure and tourism. (2<sup>nd</sup>ed.). New Delhi: Butterworth Heinemann (BH).

## **MHM 503: Strategic Management for Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

After the completion of this course, the students should be able to play independent crucial roles as corporate, business and product/service level experts to craft and execute strategy by performing strategic decision-making, implementation and effective monitoring, control and evaluation in compliance with general sociopolitical and corporate ethics and values applicable in the service economy in changing global contexts.

More specifically, on completion of this course, the students will be able to exhibit effective knowledge, skill competence and attitude with –

1. the conceptual and process mastery of the discipline of strategic management applicable in context of tourism and hospitality management,
2. assess effectively, both orally and in writing, information and ideas pertinent to strategic management in service economy,
3. effectively and efficiently appraise the application of available information communication technology (ICT) to support strategic management functions in the context of managing tourism and hospitality institutions,
4. exhibit perceived value to integrate diversity and a global perspectives on strategic management decisions,
5. demonstrate with independent, critical thinking and reasoning skills to critique problems and develop problem solving and decision making abilities by means of application of strategic management in situations demanding tourism and hospitality management, and
6. provide leadership to comply with socio-ethical issues in context of formulating and implementing alternatives strategic decisions while managing tourism and hospitality institutions and development missions aiming at the development and promotion of these specialized sub-sectors of service economy.

### **2. Course Description**

This course aims to familiarize students with the core concepts of strategic management, tools and techniques of crafting, execution and control of strategic thinking and intervention initiatives, especially in the field of tourism and hospitality as the pillars of the Nepalese service economy. The course further aims to help students in exploring the issues and challenges facing strategic management of institutions specializing in the service industry.

As part of pragmatic inputs to be delivered through this course, the contents of teaching-learning should include performing situational analyses, strategic environment analyses of the real-life firm's external and internal environment to identify and create competitive advantages and to provide a systematic and effective approach for developing a clear strategic plan of action, followed by relevant mechanism for effective implementation, monitoring and control of strategic initiatives in changing contexts of the service economy.

Further, as an integrated approach to practical teaching, learning, the academic discourses should be focused on various methods of strategic management and business analyses that utilize the entire cross-section of knowledge and skills acquired through the rest of courses



taught in Master of Hospitality Management (MHM) program as Strategic Management is an integrated course.

### **3. Course Details**

#### **Unit I: Introduction to Strategic Management [10 Hours]**

Meaning, importance and nature of strategy in tourism and hospitality management; evolution of strategic management as a governing tool for institutional planning and management; strategic management and its linkage with the rest of disciplines in planning, governance and institutional administration; process of strategic management; key elements of strategic management; levels of strategy; and issues and challenges facing strategic management in context of Nepalese tourism and hospitality industry.

#### **Unit II: Performing Strategic Analyses [14 Hours]**

Assessing the organization's external and internal environment 1.customer analyses, 2. competitor analyses, 3. market analyses, 4. macro environment analyses [assessing the driving and restraining nature of political-legal, socio-cultural, economic, technological, national demographic and international environments and stakeholders), 5. Performance analyses and 6. analyses of strategic options; understanding the organization's competitiveness in terms of strengths, weaknesses, internal constraints, opportunities, threats, and external uncertainties in reference with tourism and hospitality industry in local, regional and global contexts.

#### **Unit III: Strategic Development [8 Hours]**

Development of alternative strategic options, selection of strategic options, strategic planning and development at all levels – corporate, business and product or service level; understanding of technical, disciplinary/functional expertise required and relevant compliances to be made while crafting strategy.

#### **Unit IV: Strategic Implementation, Control and Evaluation [8 Hours]**

Effective sourcing and development of resources and technologies required for strategic implementation, communicating firm's strategic intents with the agencies responsible for its execution, motivating people and systems, providing strategic control, monitoring, supervision and evaluation; providing with strategic feedback for effective strategic execution and its impacts.

#### **Unit V: Tourism and Hospitality Best Practices in Strategic Management [8 Hours]**

Performing case studies on strategic management and their replication for future strategic decisions; exploration of organizational best practices on strategic management and internalization of lessons learnt for future courses of strategic action; initiating corporate social responsibility (CSR) as a strategic tool for continued relationship and success; initiating international best practices on lost trust recovery through strategic interventions; understanding the outcomes and impacts of effective strategic management practices in place; drawing reflections of strategic thinking in national tourism and hospitality development planning.

#### **4. Basic Textbooks**

Aaker, D. A., & McLoughlin, D. (2010). *Strategic market management: global perspectives*. (special edition). New Delhi: Wiley India Private Limited.

Enz, C. A. (2009). *Hospitality strategic management: concepts and cases*. (2<sup>nd</sup> ed.). New York: John Wiley and Sons, Inc.

Okumus, F., Altinay, L., & Chathoth, P. K. (2010). *Strategic management for hospitality and tourism*.

Pearce II, J. A., Robinson, R. B., & Mital, A. (2013). *Strategic management: formulation, implementation and control*. (12<sup>th</sup> ed.). New Delhi: McGraw-Hill Education (India) Private Limited.

Thompson, A., Peteraf, M. A., Gamble, J. E., & Jain, A. K. (2013). *Crafting and executing strategy – the quest for competitive advantage: concepts and cases*. (18<sup>th</sup> ed.). New Delhi: McGraw-Hill Education (India) Private Limited.

## MHM 504: Organizational Behavior [3 Credit Hours]

### 1. Course Objectives

After the completion of this course, the students will be able to assess organizational behavioral sets and act as thematic experts in the field of organizational behavior to transform organizational structure and design, culture and professional behavior of the providers of services in tourism and hospitality.

More specifically, on completion of this course, the students will be able to –

1. display the conceptual mastery of the discipline of organizational behavior (OB) in context of tourism and hospitality industry,
2. assess independently the information and ideas related to OB in service industry,
3. appraise the application of available information communication technology (ICT) to support organizational behavioral development functions in context of managing tourism and hospitality institutions and workforce thereon,
4. integrate diversity and other global perspectives in decisions pertaining to behavioral management and transformation in hospitality,
5. demonstrate effective critical thinking and reasoning skills to resolve critical problems and develop decision making abilities by means of application of various constructs of OB, and
6. provide leadership to address general compliance related issues pertaining to OB in changing contexts.

### 2. Course Description

This course aims to familiarize students with the core concepts of OB, behavioral constructs at individual, group and system levels, expected outcomes of OB compliance in hospitality and best practices in global contexts.

### 3. Course Details

#### Unit I: Introduction [8 Hours]

Meaning, significance and objectives of the study of for hospitality industry; OB as an interdisciplinary study; behavioral challenges and opportunities for tourism and hospitality managers; an orientation to basic OB model with selected variables at individual, group and systems level with expected outcomes.

#### Unit II: Individual Level OB Concepts and Discourses [12 Hours]

Study of personal biographical and demographic features impacting behavior; meaning, significance, process and general attributes of personality, perception, learning, attitude, skill competence, individual decision-making and motivation, OB best practices and case studies of individual level constructs in tourism and hospitality.

#### Unit III: Group and Organizational Process Level Concepts and Discourses [8 Hours]

Meaning, significance, process and dominant attributes of leadership development, communication, work team and groups, inter personal conflict, group decision-making, and diversity in action; best practices and case studies with implications of group level constructs in tourism and hospitality.

#### **Unit IV: Organizational System Level Concepts and Discourses [10 Hours]**

Meaning, significance, general process and attributes designing effective organizational thrusts, design and structure, institutional policies, rules and regulations, change management, work stress, conflict negotiation, organization development and change (ODC), organizational culture, power and politics while transforming into a learning organization; best practices and case studies from and perspectives of tourism and hospitality organizational system management and transformation.

#### **Unit V: Outcomes of OB Considerations [10 Hours]**

Outcomes of effective OB discourses at individual, group and system level to transform organizational productivity, HR and guest retention, staff satisfaction, guest delivered quality of services, reduced level of operating defects, global citizenship behavior, behavioral change communication interventions (BCCI), organizational citizenship, evidence-based decision making, personality development and leadership grooming, and attainment of gender empowerment and social inclusion (GESI) compliances in organizations.

#### **4. Basic Textbooks**

Berger, F., & Brownell, J. (2012). *Organizational behavior for the hospitality industry*. New Delhi: Pearson Education.

Hersey, P., Blanchard, K. H., & Johnson, D. (2001). *Management of organizational behavior: Leading human resources*. New Delhi: Pearson Education.

Robbins, S. P., Judge, T. A., & Vohra, N. (2012). *Organizational behavior*. (14<sup>th</sup>ed.). New Delhi: Pearson Education.

## **MHM 505: Entrepreneurship for Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

This course will enable students to learn the process of new venture start-up and building a successful institution and initiatives in tourism under changing local and global contexts. During the course delivery, the students will explore issues, challenges and best practices in tourism and hospitality development and promotion. They will also learn the basics of entrepreneurship traits, attributes, attitudes and behavior required to transform professionalism and entrepreneurship in tourism. The students will further learn with practical exposure of the process of idea generation process, creativity and innovation and conceptualization of venture and initiatives in tourism. Finally, the students will be able to develop a feasible and practical business plan that could be implemented in real world of tourism and hospitality service industry.

To be more specific, at the end of this course, the students will be able to:

- a. understand and gain knowledge and skill about the basic concepts, theories and approaches of entrepreneurship development and innovation in tourism and hospitality,
- b. generate innovative business ideas for tourism and hospitality industry,
- c. assess entrepreneurial business opportunities in tourism and hospitality industry,
- d. prepare a comprehensive and sustainable business plan, and
- e. Plan for growth and further development of existing institutions and initiatives in tourism.

### **2. Course Description**

This course focuses on the quest for learning and development of entrepreneurship in tourism and hospitality, followed by discourses on entrepreneurship development and innovation. In addition, adequate emphasis has been placed on learning opportunities for taking leadership initiatives in new venture development and management as a key to national socio-economic development has been placed. Finally, the course also requires students to prepare a pragmatic and comprehensive business plan of innovative and feasible ideas as a testimony of transfer of learning of various insights taught throughout the duration of course of study.

### **3. Course Details**

#### **Unit I: Overview of Entrepreneurship [6 Hours]**

Concept, features, functions and types of entrepreneurs; Can entrepreneurship be learnt? Traits, attributes, attitudes and behavior of a successful entrepreneur; linkage between entrepreneurship and innovation in tourism; relationship between entrepreneurship promotion and socio-economic development; role of information communication technology (ICT) for the development and promotion of entrepreneurship and innovation; factors affecting entrepreneurship growth and development; features of 21<sup>st</sup> century entrepreneurship and innovation in tourism and hospitality in changing global contexts.

#### **Unit II: Approaches to Entrepreneurship [4 Hours]**

An overview of entrepreneurial thoughts, emergence of entrepreneurship in tourism and hospitality industry; opportunity recognition and venture start up.

### **Unit III: Developing Creativity and Understanding Innovation [6 Hours]**

Concept of creativity, *creative process* [knowledge accumulation, incubation, idea experiencing, concept development, evaluation, business or institution development and implementation] in context of tourism and hospitality. *Developing creativity* [recognizing relationship, developing functional perspectives using human minds, eliminating muddling and mind-sets in tourism and hospitality]; *Innovation* [concept and types of innovation, invention, extensions, duplication, synthesis with a focus on tourism and hospitality]; *Sources of innovation* [unexpected occurrences, incongruities, process needs, industry and market changes, demographic changes, perceptual changes, knowledge based concept].

### **Unit IV: Entrepreneurial Risks [3 Hours]**

Concept of risk and its types [business environmental risk, financial, career, family, social and psychic risks, stress, loneliness and immersion in business]; dealing with stress; entrepreneurship analytics and strategy.

### **Unit V: Legal Environment [4 Hours]**

Legal procedures for establishing a new venture; procedural registration in different governmental agencies and compliances to be taken care of in the Nepalese context; preservation and promotion of intellectual property rights, licensing, product safety and liability; insurance and contracts; franchising.

### **Unit VI: New Venture Identification and Selection [13 Hours]**

*Venture Opportunity Identification* [sources and methods of generating new ideas and selection]; *Feasibility Studies* [business description, background, purpose and objectives, new product/service development, marketing, consideration of the factors affecting overall market and marketing strategy]; *Entrepreneurial Financing* [the cost of start-up, seed money, financial requirements, sources of funds, cash flows, profit and loss estimates, projected balance sheet]; *Forms of Ownership* [form(s) of business, equity, position and deal structure, initial public offering, loans, joint-venture feasibility]; *Development and Production* [identification of factors of production and their likely suppliers, cost, production process and technology required, quality assurance and consideration of other requirements and compliances]; *Organization and Management* [establishing a shared vision, organization structure and design, working principles and values systems, enactment of relevant management systems, management of workforce, suppliers and marketers].

### **Unit VII: Development of a Business Plan [8 Hours]**

Concept, elements, preparation, schemes and strategy of launching new venture, internal profile analyses - concept, identification, selection of variables and analyses, preparation of a sustainable and comprehensive business plan using a given template.

### **Unit VIII: Institutional Support [4 Hours]**

Why institutional support, assessment of prevailing status of institutional support to entrepreneurs in Nepal -- the government agencies, training and development institutions, specialized agencies including non-governmental and management consultant service institutions, institutional financing, new policies and initiatives of the government, marketing and marketing services, industrial estates; some best practices and entrepreneurship developments projects in Nepal.

#### **4. Basic Textbooks**

Hallak, R. (2011). *Tourism and hospitality entrepreneurship: examining the factors that influence the performance of small and medium enterprises*. Saarbrücken, Germany: LAP (Lambert Academic Publishing).

Morrison, A., Remington, M., & Williams, C. (2006). *Entrepreneurship in the hospitality, tourism and leisure industries*. New Delhi: Butterworth Heinemann.

Ross, D., & Lesley, C. (2009). *Entrepreneurship and small business management in the hospitality industry*. Amsterdam: Butterworth-Heinemann.

#### **Other Important References**

1. Brooks, M; and Altinay, L (eds.) (2015). *Entrepreneurship in Hospitality and Tourism: A Global Perspective*. Oxford: Good fellow Publishers Ltd.
2. Sheppard son, C; and Gibson, H. (2011). *Leadership and Entrepreneurship in the Hospitality Industry*. Oxford: Good fellow.
3. The World Bank (May, 2014). *Entrepreneurship Education and Training Programs around the World*. Washington, D.C.
4. Harvard Business School Press (2005). *Entrepreneurship's Toolkit*. Boston: Harvard Business School Publishing Corporation.
5. Harvard Business School Press (2018). *Harvard Business Review Entrepreneurship Handbook*. Boston: Harvard Business School Press.
6. Drucker, Peter F. (1993). *Innovation and Entrepreneurship: Practice and Principles*. New York: Harper Business.
7. Adams, R., and Spinelli, S. (2012). *New Venture Creation: Entrepreneurship for the 21<sup>st</sup> Century*. New York: McGraw –Hill/Irwin.
8. Government of Nepal Various Publications.
9. Publications from different agencies engaged in entrepreneurship development in Nepal.

## **MHM 506: Quantitative Analyses for Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

The primary objective of study of quantitative analyses in the context of tourism and hospitality is to provide relevant, comprehensive, accurate statistical information. Generally, statistics are invaluable for planning, monitoring and evaluation of national demographic and socio-economic conditions as well as industry and market-based attributes. It is equally significant to undertake national and international level policy debates, advocacy, research and innovation initiatives. Thus, at the end of this course, the students are expected to display required knowledge, skill competence and attitude as a critical-analytical thinker and evidence-based planner for effective decision-making in tourism and hospitality institutions.

More specifically, this course aims to impart relevant concepts and practical skill competence in instrument design for data collection; data classification, coding and processing; producing statistical inferences; providing with effective interpretation and analytical decision alternatives in contexts of tourism and hospitality affairs.

### **2. Course Description**

This course attempts to fulfill the academic requirements of MHM program from the perspectives of quantitative analyses. The course covers an orientation on basic descriptive statistics and goes onto depth of inferential statistics and modeling applicable for tourism and hospitality industry.

### **3. Course Details**

#### **Unit I: Basic Concepts of Statistics and Statistical Analyses [8 Hours]**

Meaning, nature and significance of data, classifications of data, measurement and scales of data, classification of various sources of data, statistics, concepts of population of study, sample and sampling strategies, units of analyses, concept of variables and hypotheses, instrument design, concepts of test of validity and reliability, methods of data collection, data coding, processing and analyses, different system software and packages for data treatment and analyses, matrix showing various types of data and relevant statistical measures of information processing and statistical tests to be used, use of different charts and figures for information presentation, information triangulation, careers in statistical processing and analyses.

#### **Unit II: Numerical Descriptive Measures and Analyses [12 Hours]**

Meaning and significance of numerical descriptive measures for quantitative analyses in tourism and hospitality management situations; measures of central tendency [situations and measure specific illustrative examples of the process using system software]; variation and shape [situations, measures and process using system software]; numerical descriptive measure for a population [situations, measures and process using system software]; quartiles [situations, measures and process using system software]; covariance and coefficient of correlation [situations, measures and process using system software].

#### **Unit III: Probability Distribution [10 Hours]**

Basic probability concepts; process of conditional probability with illustrative examples from tourism and hospitality research and decision-making, process [using system software] of discrete probability distribution with examples from tourism and hospitality research and



decision-making; process [using system software] and significance of normal distribution and strategies on evaluating normality.

**Unit IV: Sampling Distribution and Confidence Interval Estimation [10 Hours]**

Concept of census and sampling, situations favoring sampling over census, sampling methods and techniques, sampling distribution of mean and proportion [using system software], meaning and significance of confidence interval estimation, confidence interval estimation for known and unknown mean and proportion [using system software], determining sample size, issues concerning confidence interval estimation.

**Unit IV: Test of Hypotheses [8 Hours]**

Meaning and significance of test of hypotheses, matrix showing various statistical measures and corresponding tests required, using system software to run one-sample T-test, two-sample tests and ANOVA and Chi-square tests with illustrative examples of tourism and hospitality research incidents.

**4. Basic Textbooks**

Levine, D. M., Krehbiel, T. C., Berenson, M. L., & Viswanathan, P. K. (2011). *Business statistics a first course*. (5<sup>th</sup> ed.). New Delhi: Pearson Education.

**5. Other Learning Resources and Links**

IBM SPSS Statistics 24

[www.mathworld.wolfram.com](http://www.mathworld.wolfram.com)

<http://www.statsoft.com>

<http://www.purplemath.com>

<http://www.algebra.com>

## **MHM 507: Financial Management for Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

The objective of this course is to impart knowledge and skills of financial management to understand how hospitality and tourism organization raises and utilizes the funds most effectively. On completion of this course, the students will have a clear view of the goals and functions of financial management of tourism facilities in a more competitive local and global environment, understand and analyze financial statements, develop analytical ability for making rational choices of projects, and use various analytical tools and techniques to manage working capital.

### **2. Course Description**

The course deals with introduction to financial management, financial statement analyses, time value of money, short-term financing, raising long-term funds, basics of capital budgeting, capital structure and leverage, and working capital management – all embedded with tourism implications.

### **3. Course Details**

#### **Unit I: Introduction to Financial Management [6 Hours]**

Meaning and significance of financial management from the perspective of managing tourism institutions; key financial management decisions; role of financial manager in a service institution; the goal of the firm; the agency problem between shareholders and managers and shareholders and creditors.

#### **Unit II: Financial Statements and Analyses [6 Hours]**

Financial statements and reports of a tourism institution; the balance sheet; the income statement; statement of cash flows; statement of stockholders' equity; ratio analysis of a tourism institution [liquidity, asset management, debt management, profitability, market value ratios], Du-Pont equation; uses and limitations of ratios in tourism.

#### **Unit III: Time Value of Money [6 Hours]**

Concept and significance of time value of money, cash flow time line, present value and future value [future value of a single amount and present value of a single amount]; solving for interest rates and time period; annuities [types of annuities, future value of ordinary annuity and annuity due, present value of ordinary annuity and annuity due]; solving for annuity payments; present value of perpetuities; future and present value of uneven cash flows; semi-annual and other compounding periods; tourism and hospitality management implications of analyses of time value of money.

#### **Unit IV: Short-Term Financing [6 Hours]**

Nature of short-term financing; advantages and disadvantages; sources of short-term financing [accruals, accounts payable (trade credit)]; short-term bank loans [line of credit, revolving credit arrangement, transaction loans]; the cost of bank loan; choosing a bank; comparison of cost of trade credit and short-term bank loan; use of security in short-term financing; managerial implications of short-term financing in tourism and hospitality operations.

**Unit V: Raising Long-Term Funds [6 Hours]**

Need for long-term funds; sources of long-term financing [common stock, preferred stock, bonds and long-term loan]; features, advantages and disadvantages of each sources of financing; sources of long-term loan; loan repayment schedule; methods of selling securities [public offering, rights offering and private placement].

**Unit VI: Capital Structure and Leverage [4 Hours]**

Meaning and significance of capital structure and financial structure; optimal capital structure; factors to be considered while designing capital structure of a firm; business risk and financial risk; degree of operating leverage; financial leverage and total leverage; managerial implications of capital structure and leverage in tourism.

**Unit VII: Capital Budgeting [6 Hours]**

Meaning and significance of capital budgeting; types of investment proposals; process of capital budgeting decision; project evaluation criteria [payback period, discounting payback period, net present value, internal rate of return, profitability index]; managerial implications of capital budgeting and analyses in tourism.

**Unit VIII: Working Capital and Current Assets Management [8 Hours]**

Concept of working capital; importance of working capital management in tourism; factors affecting size of working capital; the cash conversion cycle; purpose and significance of inventory management in tourism and hospitality; basic inventory costs; the economic order quantity model; re-order point and safety stock; quantity discount; purpose and significance of cash management; motives and rationale for holding cash and marketable securities; cash budget; purpose and significance of receivable management; elements of credit policy [credit standard, credit terms and collection policies].

**4. Basic Textbooks**

Bigham, E. F., & Ehrhardt, M. C. (2015). *Financial management: theory and practice*. (14<sup>th</sup>ed.) New Delhi: Cengage Learning.

Brigham, E. F., & Houston, J. F. (2012). *Fundamentals of financial management*. (12<sup>th</sup>ed.). New Delhi: Cengage Learning.

Guilding, C. (2002). *Financial management for hospitality decision makers*. London: Butterworth-Heinemann.

Van Horne, J. C., & Wachowicz, J. R. (2013). *Fundamentals of financial management*. (13<sup>th</sup>ed.). New Delhi: Prentice Hall of India Limited.

## **MHM 508: Accommodation Operations Management [3 Credit Hours]**

### **1. Course Objectives**

This course aims to provide basic insights on managing hotel operations from the perspective of leading and managing in a functionally effective, technically efficient and ethically sound manner with specific focus on large scale, chain hotels. More specifically, this course intends to impart knowledge, skills and competence in students from the learning of laboratory experiences on their professional mission to leading and managing hotel operations from the perspectives of functional efficiency with social and ethical harmony.

The curriculum offers a balance between knowledge and practice to ensure that students are well equipped with hands-on experiences to be able to obtain immediate employment in the hospitality industry upon graduation. Through a strong curriculum design that involves participation from the industry and various stakeholders, students will have an exciting career opportunity at management, supervisory and administrative positions in the hotel industry.

More specifically, the students are expected to exhibit the following competencies upon successful completion of this course:

1. Apply hospitality knowledge to enhance future employability in the hotel industry with effective job performance.
2. Provide with institutional leadership and managerial expertise to identify and solve situational problems in the hotel industry.
3. Provide with effective team leadership to leverage hotel operations in a more integrated approach with socially responsible, technically sound and safe and interpersonally collective manner.

### **2. Course Description**

This course comprises of basic insights on managing hotel operations from the perspective of leading and managing a hotel operation, especially managing the operations of large to small scale hotels as accommodating institutions.

The main focus of teaching learning is on accommodations management and interdepartmental relationships leading effective accommodations services in hospitality facilities. Besides purely accommodations operations, the course also attempts to link it with rest of functional operations of a tourism facility. The course also provides with adequate room for implementing hazard analyses and critical control points (HACCP), establishing effective standards of operating procedures (SOPs) and quality controls, reflections from the best practices of hotel operations, complying with ethical values and norms, and accomplishing corporate social responsibility from the accommodations management point of view.

### **3. Course Details**

#### **Unit I: Introduction to the Hotel Industry and Accommodations Management [8 Hours]**

Historical evolution of hotels and hotel industry, the middle ages, the sixteenth to eighteenth centuries, the modern hotels, the hospitality industry; the hotel associations; types of hotels today in respect with locations, size, length of guest stay and grading; star classification of hotels and rating criteria; contribution of hotel industry in national and global service economy; challenges

managing hotels today; accommodations management as one of the core functions in hotel industry; issues, challenges and career prospects in accommodations management.

### **Unit II: Hotel Structure and Designs [10 Hours]**

**Corporate structures:** One corporation owning several hotels, individual subsidiary owning each hotel, general partner and group of limited partners, arrangement between parent company and subsidiaries, management arrangement between parent company and subsidiaries, joint venture between the chain and an outside party. **Contract firms:** Straight lease, profit-sharing lease, sale-and-lease back, agreement, management contract and franchise agreement. **Hotel organizational design:** Organizational charts of small, medium and large scale hotels, duties and responsibilities of front of the house and back of the house departments, revenue and supportive centers. **Hotel layoutdesign:** Discussions on best engineering prototypes of five-star hotel layout.

### **Unit III: Management of Front Office (FO) Operations [8 Hours]**

**Office organization:** Functional areas, positions, duties and responsibilities of FO personnel. **Selection and layout:** Reservation, reception, information desk, cash and bills, travel desk, communication and unformed services. **Room tariff:** Room tariff management, tariff card, tariff fixation [cost-based pricing, market-based pricing], room rate designation and meal plans. **Guest cycle and room reservations:** Guest cycle management [pre-arrival, arrival, stay, departure and post-departure], reservations, modes of reservation inquiry, sources of reservation. **Registration:** Pre-registration, check-in procedures using manual and automation. Challenges in managing FO operations of a large scale hotel.

### **Unit III: Management of Housekeeping Operations [8 Hours]**

Organization of housekeeping department; duties and responsibilities of housekeeping staff; housekeeping desk control; types of areas to be cleaned; cleaning types and procedures; laundry services; floral arrangement and decoration; challenges in managing housekeeping operations of a large scale hotel; management of compliances for personal security and safety.

### **Unit IV: Management of Sales Promotion of Accommodation Services [4 Hours]**

Planning sales, sales policies, sales research, departmental management, interdepartmental cooperation, training, budgeting, incentives, direct mail and internal selling; parts of sales department: group and convention sales, travel-agent sales, banquet sales, general local sales, public relations, guest history.

### **Unit V: Management of Quality and Compliances [10 Hours]**

Addressing the issues concerning the management of hotel industry [energy control systems, labor-availability and cost, technological development, reduction in front-desk operations, rate strategies, seasonality effect]; implementing quality control mechanism and guest satisfaction assessment in accommodation services; establishing effective standards of operating procedures (SOPs); establishing monitoring, supervision and control systems in hotel accommodation services; reflections from the best practices of hotel operations; complying with ethical values and norms; accomplishing corporate social responsibility while designing and delivering the accommodation services.

#### **4. Basic Textbooks**

Andrews, S. (2009). *Hotel food and beverage management*. New Jersey: The McGraw Hill companies.

Negi, J. (2009). *Hotel management*. Mumbai: Himalaya Publishing House.

Powers, T., & Barrows, C. W. (2003). *Introduction to management in the hospitality industry*. (12<sup>th</sup>ed.). NY: John Wiley & Sons, Inc.

Sue, L. & Peter, A. (2008). *Front office procedures, social skills, yield and management*. New Jersey: Elsevier.

Tewari, J. (2009). *Hotel front office operations*. New Delhi: Oxford Higher Education.

William, G., & Salvatore, L. (1994). *Hotel and motel management and operations*. Upper Saddle River: Prentice Hall.

#### **5. Other Reference Materials**

Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2013). *Operations management: processes and supply chains*. (10<sup>th</sup>ed.). New Delhi: Pearson Education.

Rutherford, D. G., & O'Fallon, M. J. (Eds.). (2007). *Hotel management and operations*. New Jersey: John Wiley.

Slack, N. (2014). *Essentials of operations management*. New Delhi: Pearson Education.

Slack, N., Chambers, S., & Johnston, R. (2009). *Operations and process management: principles and practice for strategic impact*. Pearson Education.

## **MHM 509: Food and Beverages Management [3 Credit Hours]**

### **1. Course Objectives**

This course aims at providing conceptual learning and practical guidelines on management of food and beverages (F&B) outlets and services as part of regular functional operations of the hospitality industry. Further, this course attempts to provide with exposure of learning about a broad range of subject areas that encompass the food and beverage industry and its sub-sectors. Additionally, after completion of this course, the students will be able to maintain financial control of an operation in tourism and best manage the F&B staff in such facilities.

### **2. Course Description**

This course provides with conceptual insights and pragmatic tools and techniques of F&B management in various hospitality institutions of different nature of services. Further, it includes the learning themes pertaining to design and development of F&B outlets, F&B pricing and marketing and communication of F&B services of a hospitality specialized institution. Similarly, it includes the study of emerging concepts and best practices in F&B management as well as strategies pertaining to effective monitoring, supervision and control mechanism of F&B operations.

### **3. Course Details**

#### **Unit I: Introduction to Food and Beverage Management [10 Hours]**

Meaning, purpose and function of food and beverage (F&B) management; F&B operations; the meal experience; guest/customer service; guest delight; challenges and issues governing restaurant operations in any facility; trends in eating out; career prospects and entrepreneurship opportunities in F&B industry; trends of development in F&B intensive business in Nepal.

#### **Unit II: Concept, Location and Design [8 Hours]**

Establishing a conceptual design of a restaurant or F&B outlet; locating a restaurant; restaurant development; facility design and layout; implications of concept design and development for a five-star hotel, budget hotel, restaurant and chain of small hotels.

#### **Unit III: Restaurant Business and Marketing Plan [12 Hours]**

Significance of developing a business plan of a hospitality institution including a plan of action for F&B operations; major components of a business plan; designing F&B mix and its marketing plan; establishing integrated marketing communication (IMC) strategy [advertising and publicity, sales promotions, public relations, personal selling, digital marketing] incorporating F&B plan of action of the institution; performing market research of F&B operations; assessing existing and potential market competition in F&B.

#### **Unit IV: Linking F&B with Events, Menu Planning and Engineering [8 Hours]**

Types of events; event service staff roles; event administration; event organization; out-door catering; menu planning considerations; menu composition; menu sales analyses; menu engineering.

#### **Unit V: Supervisory Aspects of F&B Production and Services [10 Hours]**

Institutional and regulatory as well as legal considerations; managing F&B workforce [recruitment and selection, training and development, motivation and inspiration]; managing

F&B technologies; promoting outlet visibility and access; assessing guest delight of convenience of the F&B outlets; providing concurrent monitoring and supervision of guest services; cost and wastage considerations in F&B production and services.

#### **4. Basic Textbooks**

Davis, B., Lockwood, A., Alcott, P., & Pantelidis, L. (2012). *Food and beverage management*. (5<sup>th</sup>ed.). New York: Routledge.

Coltman, M. M. (2000). *Start and run a profitable restaurant, a step by step business plan*. (2<sup>nd</sup>ed.). Mumbai: Jaico Publishing House.

Cousins, J., Lillicrap, D., & Weekes, S. (2014), *Food and beverage service*. (9<sup>th</sup>ed.). London: Hodder Education.

Walker, J. R. (2011). *The restaurant from concept to operation*. (6<sup>th</sup>ed.). New Jersey: John Wiley & Sons. Inc.



## MHM 510: Philosophical Foundations of Tourism and Hospitality [3 Credit Hours]

### 1. Course Objectives

This course has been designed to provide the basic conceptual understanding of tourism and hospitality and guiding philosophies of the respective fields of specialization. As the first course of tourism and hospitality management education, it aims to impart students with cognitive understanding of these two special sectors of specialization.

More specifically, on completion of this course, the students will be able to --

1. understand the meaning, nature and importance of tourism and hospitality in the context of Nepal.
2. explore and learn the prospective areas of specializations in the field of tourism.
3. establish truthful functional linkage of philosophies and practical operations of the tourism institutions.
4. understand the variants and values of different hospitality services.

### 2. Course Description

As the comprehensive, introductory course on tourism and hospitality management, this course provides with the basic understanding of different variants of two specific domains of service economy – tourism management and hospitality management. In addition, this course also covers the learning about the historical development of the disciplines of tourism and hospitality. Similarly, the course includes theoretical perspectives of tourism and tourists traditions. It also provides with basic insights on forms of tourism and goes to the depth of more disciplinary forms of tourism. Finally, this course establishes the learning premise in respect with tourism and hospitality education and research frontiers.

The teaching learning discourses should include a mix of structured lectures, desk reviews, seminar presentations, and evolutionary case studies in tourism and hospitality development as a service industry in the global context of business.

### 3. Course Details

#### Unit I: Introduction [12 Hours]

**Introduction to Tourism and Hospitality:** Meaning, definitions and nature of tourism and hospitality; relationship between tourism and hospitality; tourism platforms [advocacy, cautionary, and knowledge-based, and ethical]; typology of tourist and tourism; Evolution of tourism in ancient, medieval and modern periods. ***Tourism and Hospitality Education and Research:*** Review of global perspectives on tourism and hospitality education, research and disciplinary dilemma; tourism and hospitality education in Nepal.

#### Unit II: Theoretical Debates on Tourism and Hospitality [10 Hours]

Three domains of hospitality (Social domain, private domain, and commercial domain) Holi trinity; Types of hospitality, Hospitality as business (foodscapes, drinksapes and restsapes); Nepalese hospitality, Hindu Hospitality, Buddhist hospitality, Islam hospitality, Chinese hospitality, Hospital hospitality; Ethno-hospitality, Hospitality as social control and exchange; industrial context, corporate context, venue context.

### **Unit III: Perspectives of Tourism and Touristic Traditions [10 Hours]**

**Theories:** Tourism system, tourism irridex model, tourism life-cycle ritual, rise and fall of tourism destination [Reviews include the models of Leiper (1993), Doxy (1975), Butler (1980) and Plog (1972)] **Touristic traditions:** Pseudo-events, staged authenticity, center-out there, the tourist gaze [Reviews include the models of Boorstin (1964), MacCannell (1973), Turner (1978) and Urry (1990)].

### **Unit IV: Forms of Tourism [16Hours]**

Niche tourism; sustainable tourism; ecotourism; rural tourism; urban tourism; dark tourism; disaster tourism; medical tourism; nostalgia tourism; culinary/gastronomy tourism; indigenous tourism; tourism and gender; shopping tourism; sport tourism; softpower tourism; MICE tourism; cultural heritage tourism; pilgrimage tourism; volunteer tourism; environmental tourism; etourism. **More on interdisciplinary forms of tourism:** Economics of tourism; geography of tourism; psychology of tourism; sociology of tourism; anthropology of tourism.

#### **4. Basic Textbooks**

Brotherton, B., & Wood, R. C. (Eds.) (2008). *The SAGE handbook of hospitality management*. London: SAGE Publishing Inc, Limited.

Kunwar, R.R. (2012). *Tourists and tourism: revised and enlarged edition*. Kathmandu: Ganga SenKunwar.

Smith, M., Macleod, N., & Robertson, M. H. (2010). *Key concepts in tourist studies*. New Delhi: Sage Publications Limited.

Wood, R. C. (Ed.). (2013). *Key concepts in hospitality management*. New Delhi: Sage Publications Limited.

#### **5. Other Reference Materials**

Besion, A. M. (Ed.) (2011). *Volunteer tourism: theoretical framework and practical Applications*. Abingdon: Routledge.

Bookman, M.Z., & Bookman, K.R. (2007). *Medical Tourism in Developing Countries*, Palgrave.

Boym, S. (2001). *The Future of Nostalgia*, New York: Basic.

Fonseca, A.P., Seabra, C. & Silva, C. (2016). Dark tourism: Concepts, typologies and sites. *Journal of Tourism Research and Hospitality* 52: 1-6.

Formaki, A. (2013). Dark tourism revisited: A supply/ demand conceptualization. *International Journal of Culture, Tourism and Hospitality*, 7(3): 191-198.

Gheorghe, G., Tudorache, P. & Nistoreanu, P. (2014). Gastronomic tourism: A new trend for contemporary tourism?? *Cactus Tourism Journal*, 9(1): 12-21.

Hinch, T. & Higham, J. (2006). *Sport Tourism Development*, New Delhi: Viva Books.

Holden, A. (2008). *Environment and Tourism*, Oxen: Routledge.

- Jimenez- Beltran, F.J., Lopez- Guzman, T. & Santa Ceuz, F.G. (2016). Analysis of the relationship between tourism and food culture. *Sustainability*, 8:3-11.
- Kunwar, R.R. (2018). Tourism education, curriculum spaces, knowledge production, disciplinary pluralism. *The Gaze Journal of Tourism and Hospitality*, 9(1): 83-155.
- Kunwar, R.R. (2017). What is hospitality? *The Gaze Journal of Tourism and Hospitality*, 8 (1): 55-115.
- Lashley, C. & Morrison, A. (2000). *In Search of Hospitality: Theoretical Perspectives and Debates*, Oxford: Butterworth/ Heinemann.
- Mintel (2008). Volunteer Tourism- International, September, 2008.
- Novelli, M.(Ed.). (2005). *Niche Tourism: Contemporary Issues, Trends and Cases*, London: Routledge.
- Russel, D.W. (2008). Nostalgic tourism. *Journal of Travel and Tourism Marketing*, 25(2):103-116.
- Sinclair , M.T. (1997). *Gender, Work and Tourism*, London: Routledge.
- Stone, P.R. (2006). A dark tourism spectrum: Towards a typology of death and macabre related to tourist sites, attractions and exhibitions. *Tourism*, 54(2): 145-160.
- Stone, P.R., Hartmann, R. , Seaton, T. , Sharpley, R. & White, L. (Eds.). (2018). *Palgrave Handbook of Dark Tourism*, Palgrave Macmillan.
- Timothy, D.J. (2006). *Shopping Tourism, Retailing and Leisure*, New Delhi: Viva Books.
- Tribe, J. (Ed.) (2009). *Philosophical Issues in Tourism*, UK: Channel View Publication.
- Yeh, S-S,S. (2015). Explore recent nostalgia consumption studies in tourism, leisure and hospitality context. *International Journal of Asian Tourism Management*, 6(2):124-130.
- Zhou, X., Wildschut, T. Sedikides, C., Shi, K. &Feng, C. (2011). Nostalgia: The gift that keeps on giving. *Journal of Consumer Research*, 39: 39-50.

## **MHM 511: Applied Research [3 Credit Hours]**

### **1. Course Objectives**

Primarily, this course aims to impart students with the required knowledge, skill competence and attitude to independently design and implement business research in context of tourism and hospitality sector of the service economy.

More specifically, after the completion of this course, the participating students will be able to --

- a. identify the issues worth research,
- b. establish relevant research approach and design as per the need of the context,
- c. take sampling decisions,
- d. design and develop the data collection instruments and perform the tests of validity and reliability,
- e. administer the research,
- f. perform data reduction and analysis,
- g. develop research report, make a presentation and incorporate client feedback, and
- h. produce the final report in specific structure.

### **2. Course Description**

This course has been designed keeping in view the professional learning needs of the management graduates by empowering their knowledge, skill and competence to understand, design and execute a research and research-based project in a more systematic and objective manner. The course covers the understanding of basic perspectives of research, its process, alternative approaches and designs of research, understanding the sampling techniques and taking relevant sampling decisions, determining the different sources and techniques of data collection, development and testing of data collection instruments. Besides this, the course also provides opportunity to learn with practical exposure to research administration, data reduction and analyses, report writing, research presentation and closing a research project.

### **3. Course Details**

#### **Unit I: Research in Perspectives [8 Hours]**

Meaning and importance of research in general and in corporate life; classifications of research; basic philosophies of research; situations favoring the decision to conduct a research; areas of application of research in experience economy; research process; theoretical perspectives in research designs; guidelines for conducting Thesis Research and Internship Project as part of master's degree academic programs.

#### **Unit II: Linking Research and Literature [6 Hours]**

Basic principles of performing review of literature; using APA style guidelines in performing text citation, paper formatting, documentation and preparing references.

#### **Unit III: Designing the Research [12 Hours]**

Exploration of research gap; selecting and defining the research problem; selecting the research methods and approaches; alternative research designs [exploratory, descriptive and causal] and their interdependence; defining the population; establishing the units of observation; developing sampling frames; determining the census and sampling decisions; determining the sample size; various approaches of data collection; development and testing of data collection tools;

establishing mechanism for research administration and quality control; establishing work schedule and budgeting; features of an effective research proposal.

#### **Unit IV: Fielding the Research [5 Hours]**

Research administration; field supervision and controls; complying with socio-ethical considerations in research administration; closing the data collection tasks.

#### **Unit V: Data Reduction and Analyses [10 Hours]**

Meaning, nature and process of data reduction; process and major instruments used in analyses of varying nature of data; use of statistical packages in processing and analyzing different data; basic features and applications of SPSS in data preparation and analysis; establishing data entry sheets in SPSS; performing data analysis using large scale research data.

#### **Unit VI: Preparing the Research Report [3 Hours]**

Developing the first draft, editing the report, making a presentation and incorporating feedback and producing final report for submission.

#### **Unit VII: Policy Transformation and Decision-Making [4 Hours]**

Supporting top management in the process of institutional policy or strategic development in course of implementation of research based recommendations; providing needful technical support to the top management in the process of formulation of new interventions or decision alternatives based on research findings; providing with periodic follow-up support in implementation of new interventions or decisions based on research findings.

#### **4. Basic References**

Cooper, D., & Schindler, P. (2013). *Business research methods*. (12<sup>th</sup>ed.). New Delhi: Tata McGraw-Hill Publishing Company.

Durberry, R. (ed.). (2017). *Research methods for tourism students*. Available at: [https://www.amazon.com/gp/product/0415673194/ref=dbs\\_a\\_def\\_rwt\\_bibl\\_vppi\\_i0](https://www.amazon.com/gp/product/0415673194/ref=dbs_a_def_rwt_bibl_vppi_i0).

Dwyer, L., Gill, A., & Seetaram, N. (eds.). (2012). *Handbook of research methods in tourism: quantitative and qualitative approaches*. Cheltenham, UK: Edward Elgar Publishing.

Levine, D. M., Krehbiel, T. C., Berenson, M. L., & Viswanathan, P. K. (2011). *Business statistics a first course*. (5<sup>th</sup>ed.). New Delhi: Pearson Education.

## MHM 512: Human Resource Management for Tourism and Hospitality [3 Credit Hours]

### 1. Course Objective

This course aims at developing relevant conceptual and practical skill competence, ability and willingness of the students – all resulting with their maturity to understand and implement human resource management strategies and functional operations as part of defined system practices in the context of tourism and hospitality institutions. On completion of this course, the students will have the opportunity to improve their strategic thinking, interpersonal and communication skills, problem solving, team management and leadership and personality development skills required to manage organizational human resources bearing diversity in more competitive and dynamic world of work.

More specifically, on completion of this course, the students will be able to --

1. understand and use the basic concepts, system practices, issues, challenges and functional problems facing effective HRM system in organizations,
2. establish truthful functional linkage of HRM with rest of management,
3. understand and implement strategic management approach to HR system practices in tourism and hospitality organizations, and
4. learn to bring changes in HR process climate in response to environmental dynamism governing the organizations and their system practices.

### 2. Course Description

Human Resources Management in Tourism and Hospitality deals with the basic concepts and applied skills required in managing effectively the human resources to enhance their contribution to the organizational effectiveness, specifically in the tourism and hospitality industry. The course includes understanding of systems approaches and strategies in managing HR; performing job analyses, HR planning, recruitment, selection and induction; HR training, development and motivation; management of performance appraisal, rewards, compensation and benefits; management of HR health safety and relationships; and finally, the general compliances to be made while managing workforce in tourism and hospitality institutions.

The course emphasizes on the need to understand the dynamic nature of human resources through the process of setting objectives and standards, measurements of results, policies and periodic analyses of jobs as it is natural that there arise numerous variances in the job requirements, the personal attitude, skills, and knowledge. The course emphasizes the application of the concepts in reflection with real life case studies and best practices in the global context tourism and hospitality management.

### 3. Course Details

#### Unit I: Introduction [8 Hours]

**Human resource management:** Functional and strategic significance of study of HRM in tourism and hospitality; contemporary environmental context and changing role of HRM in tourism and hospitality; systems approach to HRM/D in tourism and hospitality. **Strategic management:** Linkage of HR practices with corporate, business unit and product or service level strategies of an institution in tourism and hospitality. **Corporate social responsibility (CSR):** CSR on HRM in hospitality; outcomes of effective CSR orientation of HRM in tourism and hospitality. **Compliances:** Maintaining gender empowerment, equity, social inclusion and

corporate ethics in tourism and hospitality organizations; issues, challenges and dilemmas in institutional management today from the perspectives of HRM/D; outcomes of effective application of HRM/D practices in tourism and hospitality.

### **Unit II: HR Planning, Recruitment and Selection [12 Hours]**

**Job analyses:** Meaning, importance and methods of job analyses, tools of collecting job analyses data in tourism and hospitality institutions. **HR planning:** Meaning and importance of HR planning; linking job analyses and HR planning; tools and techniques of HR plan in tourism and hospitality institutions. **Job description:** Meaning and importance of JD; examples of establishing job specification, job description, working conditions, reward and benefits, responsibilities, reporting and supervisory relationships, and analyses of duties and job tasks in tourism and hospitality institutions. **Recruitment:** Meaning and importance; sources and methods of recruitment; recruitment process. **Selection:** Meaning and importance of employee selection; distinction between recruitment and selection in reflections with tourism and hospitality industry. **Process of selection:** Procedural tasks and methods of tests and use of technology. **Compliances:** Issues and challenges concerning the employee selection, complying with prevailing GESI considerations in tourism and hospitality institutions.

### **Unit III: HR Training, Development and Performance Management [12 Hours]**

**Training and development:** Meaning and significance of employee training and development in the service industry. **Methods of training and development:** Different methods of training and development [orientation training, on the job training, off the job training]; process of training and development [needs assessment, instructional design, delivery and evaluation]; specific training techniques applicable for tourism and hospitality institutions. **Issues and challenges in employee training and development:** Compliance with GESI and ethics; issues concerning the transfer of training, and cost and benefits of training in tourism and hospitality. **Performance management:** Meaning and significance of performance management and job appraisal system in tourism and hospitality; managerial implications of performance management and job appraisal system in the service sector. **Performance goal setting:** Meaning, importance and techniques of goal setting and its implications for tourism and hospitality. **Performance management system:** Key components of performance management system applicable to experience economy. **Job appraisal:** Methods, tools and techniques of administration of performance appraisal in tourism and hospitality institutions. **Compliances:** GESI considerations and mandatory requirements in tourism and hospitality sectors.

### **Unit IV: Employee Compensation, Benefits and Relationship [10 Hours]**

**Compensation management:** Meaning and significance of employee compensation management; managerial implications of employee compensation management in tourism and hospitality institutions; issues concerning employee compensation management in hospitality. **Methods of compensation management:** Process, types of employee reward and benefits; tools and techniques of compensation management; best practices in compensation management in tourism and hospitality industry. **Compliance:** Matching compensation with national and international rules and practices, complying with GESI considerations and ethical practices. **Labor relations:** Meaning, importance and basic considerations in managing labor relations; labor movement at Nepalese and global context; outcomes of effective labor relations management. **Collective bargaining:** Meaning and importance of collective bargaining;

situations requiring collective bargaining; collective bargaining process; agencies involved in collective bargaining; outcomes of effective collective bargaining in tourism and hospitality.

#### **Unit V: Employee Health and Safety [6 Hours]**

**Health and safety:** Meaning and importance of managing employee safety and health, workplace accidents and their causes and prevention, employee health related problems and remedies in tourism and hospitality institutions. **Methods:** Key components of consideration on employee safety and health, compensation applicable in tourism and hospitality institutions. **Compliances:** Regulatory frameworks, cost and benefits of non-compliance in tourism and hospitality. **Ethics:** Reflections on tourism and hospitality institutional workplace ethics and fair treatment in HRM/D practices; factors affecting ethical behavior in tourism and hospitality; role of HRM in promoting workplace ethics and fair treatment in hospitality; and ethical compliances in employee disciplining and addressing privacy in service economy.

#### **4. Basic References**

Boella, M., Turner, S. G. (2005). *Human resource management in the hospitality industry: an introductory guide*. Oxford: ELSEVIER Butterworth Heinemann.

Dessler, G., & Varkkey, B. (2011). *Human resource management*. (12<sup>th</sup>ed.). New Delhi: Pearson Education.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). *Managing human resources*. (6<sup>th</sup>ed.). New Delhi: Prentice Hall of India Limited.

Mondy, R. W. (2008). *Human resource management*. (10<sup>th</sup>ed.). New Delhi: Pearson Education.



## MHM 513: Services Marketing [3 Credit Hours]

### 1. Course Objectives

On successful completion of this course, the students will be exhibiting knowledge, skill competence and professional potential for effective design, development, delivery and monitoring, evaluation and transformation of services as marketable entities in ever-growing and most dynamic world of the service economy.

More specifically, the following are the expected learning outcomes of this course:

- Differentiate between product and service characteristics, and know how these differentiators can be used to establish a competitive advantage for a firm.
- Understand why the application of the marketing mix in a service environment has to be built up from *interaction episodes* between customers and their suppliers.
- Develop an understanding of the links between the service providers (people), the procedures (processes), and the *physical evidence* of the service offering.
- Understand *service quality management* as the basis for developing customer satisfaction and develop skills in service quality problem diagnosis and service improvement.
- Understand the importance of customer retention, service recovery, relationship development, and the role of internal marketing.
- Consider the impact that modern technology has (Internet, social media, etc) on service(s) marketing innovation.

### 2. Course Description

This course has been built on the conceptual and pragmatic foundations for providing the students with an overview of key strategic concepts and distinctive management issues in modern service industry, its management and marketing. The focus of the major concerns of study in service marketing is very much dynamic and changing rapidly these days. Adequate consideration must be placed in this respect while delivering this course. The course builds on the knowledge and understanding that the students have gained from the basic marketing course during their undergraduate studies. It aims to acquaint the students with the challenges involved in the marketing of services and also the tools and strategies to address them. Course material is broadly based on the prescribed text but case materials and other selected readings will also should be used covering the latest publications.

#### Unit I: Introduction to Services Marketing [6 Hours]

Defining services as one of the marketable entities and characteristic features of services; role of service focus to promote all type of businesses and commodities; meaning and significance of service marketing; importance of services in modern economy; emerging trends in service industry; share of service industry in the national economy of Nepal with focus on tourism and hospitality contribution.

#### Unit II: The Gap Model of Service Quality [6 Hours]

Meaning of service quality and customer delivered service quality; significance of knowledge customer service gaps and its analyses in service industry; the customer gaps; the provider gaps (Gap 1 to 4); putting it all together; closing the gaps.

### **Unit III: Customer Perception of Services [8 Hours]**

Consumer behavior in services [search, experience and credence properties, consumer choice process]; guest expectation of services in experience economy [levels of expectation, the zone of tolerance]; factors influencing guest expectation of services; guest/consumer perception and its process; factors influencing guest delight or satisfaction and memorable experiences of services; concept of guest delivered service quality; service encounters; managing service encounters in tourism.

### **Unit IV: Understanding Customer Requirements [8 Hours]**

**Strategies for Service Segmentation, Targeting Strategies and Relationship Management:** Segmentation strategies for effective capacity utilization, creating and maintaining valued and lasting relationships, search for customer or guest loyalty, relationship development strategies in service industry, challenges and ethical compliances facing relationship management. **Service Recovery:** Concept of service failure and recovery, guest response to service failure, common service recovery strategies applicable in experience economy, service switching and service guarantee.

### **Unit V: Aligning Service Design and Standards in Tourism [6 Hours]**

**Service Design and Development:** Meaning, significance and process of service design and development; new service development and adaptation, classification of new services, process of new service development and promotion, challenges facing of service development and adaptation, service blueprinting and protecting intellectual property rights of services. **Physical Evidence and the Servicescape:** Physical evidence, types of servicescape, strategic roles of the servicescape, framework for understanding servicescape effects on consumer behavior.

### **Unit VI: Management of Service Delivery [8 Hours]**

**Employee Roles in Service Delivery:** Critical importance of service employees, the services triangle, employee satisfaction, customer satisfaction and profits. **Customer or Guest Roles in Service Delivery:** Customers' roles, self-service technologies, strategies for enhancing customers' job. **Delivering Services through Intermediaries:** Service distribution and promotion through company-owned channels, franchising, agents and brokers and electronic channels. **Managing Demand and Capacity:** Strategies for matching capacity and demand.

### **Unit VII: Managing Service Promises [6 Hours]**

**Service Promotion:** Meaning and significance of service communication, integrated service marketing communications, coordinating marketing communications, service strategies matching service promises with delivery. **Pricing of Services:** Key bases that make service prices different for consumers, challenges in pricing of services, approaches to pricing services, pricing strategies linking values.

## **5. Basic Textbooks**

Lovelock, C. (2001). *Services marketing: people, technology, strategy*. (4<sup>th</sup>ed.). New Delhi: Pearson Education.

Zeithaml, V. A., Gremler, D., Bitner, M. J., & Pandit, A. (2008). *Services marketing integrating customer focus across the firm*. (4<sup>th</sup>ed.). New Delhi: Tata McGraw Hill Publishing Company Private Limited.

## **MHM 514: Sustainable Development for Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

After the completion of this course, the students should be independently able to play crucial roles at corporate, business as well as product/service level experts to craft, execute and perform institutional decision making and implementation in compliance with general corporate ethics and values applicable to service industry – all keeping in view the global agenda on sustainable development in tourism and hospitality to achieve prosperity at different levels – institutional, national and international.

### **2. Course Description**

The growing importance of sustainability to the hospitality and tourism industry has resulted in an increased pedagogical discussion pertaining to how to incorporate the concept of sustainability into the undergraduate curriculum. This course has largely been focused on the need to learn sustainability within the hospitality and tourism curriculum, and raising hospitality and tourism stakeholders' attention towards a focus on sustainability in managing tourism and hospitality specialized institutions. As an integrated sustainability curriculum for tourism and hospitality, this course attempts to impart in students with knowledge, skill competence and attitude (KSA) required for the promotion of sustainability as one of the key tools to manage the economy focused institutions in line with the developing global agenda on sustainability. Major focus is on process, tools and techniques and expected outcomes of sustainable institutional management, especially in the field of service industry.

### **3. Course Details**

#### **Unit I: Introduction to Sustainable Development [10 Hours]**

Meaning, importance and nature of sustainable development; evolution of sustainable development as a global agenda for development and prosperity; pillars of sustainable development; universal features of sustainable development; key issues and trends in sustainability; outcomes of sustainable development; applications of sustainable development in various phases of tourism and hospitality institutions management.

#### **Unit II: UN Goals on Sustainable Development [14 Hours]**

Linking UN 17 goals on sustainable development and tourism and hospitality management in context of Nepal [goal 1: no poverty; goal 2: zero hunger; goal 3: good health and well-being; goal 4: Assessing the organization's external and internal environments – 1. customer analyses, 2. competitor analyses, 3. market analyses, 4. Quality education; goal 5: gender equality; goal 6: clean water and sanitation; goal 7: affordable and clean energy; goal 8; decent work and economic growth; goal 9: industry, innovation and infrastructure; goal 10: reduced inequalities; goal 11: sustainable cities and communities; goal 12: responsible construction and production; goal 13: climate action; goal 14; life below water; goal 15: life on land; goal 16: peace, justice and strong institutions; and goal 17: partnerships for the goals]; duties and responsibilities of tourism and hospitality industry operators in transforming UN 17 goals on sustainable development into reality.

### **Unit III: Nepal Country Status on UN Sustainable Development Goals [12 Hours]**

Review of current socio-economic situation of Nepal; long-term development vision of the country; overview of millennium development goals (MDG) targets and achievements of Nepal; current status of SDG targets, policies and institutions; challenges and issues in transforming sustainable development goals into actions and results in the local and national contexts of Nepal.

### **Unit IV: Implications of Sustainable Development [12 Hours]**

Implications of sustainable development in tourism and hospitality; cases studies of best practices in sustainable development in tourism and hospitality; long-term outcomes and impacts of sustainable development focused operations in tourism and hospitality industry in context of Nepal; prospects for Nepal in achieving national prosperity through sustainable development focus in tourism and hospitality; policy requirements for enhancing sustainability and competitiveness in the tourism and hospitality industry in context of Nepal.

#### **4. Materials for Teaching Learning References**

National Planning Commission (NPC), Government of Nepal.(2015). *Sustainable development goals (2016-2030) National Preliminary report*. Author: Kathmandu.

United Nations (UN). (2015). *Transforming our world: the 2030 agenda for sustainable development*. A/Res/70/01. Available at: [www.sustainabledevelopment.un.org](http://www.sustainabledevelopment.un.org).

UN on sustainable development and sustainable development goals (SDGs)

Research-based articles published in referred journals on sustainable development in tourism and hospitality.

## **MHM 515: Management Accounting for Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

The objective of this course is to familiarize the students with managerial and financial analysis of numerical data used for decision making and also provide extensive knowledge of management accounting tools and techniques required for strategic planning and controlling process used by the hospitality Industry.

Students who successfully complete this paper will be able to:

- explain the concept, principles of accounting and the difference between financial accounting, managerial accounting, cost accounting and human resource accounting
- explain the terms, concept and classification of cost.
- analyze the behavior of cost using internal and external reporting.
- evaluate the financial strengths and weaknesses of business organization through horizontal, vertical, trend and ratio analysis.
- analyze and implement cost, volume and profit relationship in profit planning and control.
- evaluate business decision-making process, including make or buy, drop or continue, accept or reject special offer,
- conceptualize and apply technique of budgeting in manufacturing and non-manufacturing organization to plan and control profit.
- assess the emerging issues in managerial accounting.

### **2. Course Description**

This course provides with the basic conceptual and pragmatic insights on accounting concepts, principles and conventions as part of acquainting with the basic conceptual framework of accounting system. It also provides with depth coverage of analyses of cost management and financial statements with implications for tourism. Finally, the course also provides with learning opportunity to effective financial planning, monitoring, evaluation and control mechanism in context of managing tourism institutions.

### **3. Course Details**

#### **Unit I: Conceptual Framework [10 Hours]**

An overview of general accounting concepts and principles; Management Accounting for Tourism and Hospitality - concept, objectives, characteristics, functions and limitations; types of accounting [Financial Accounting, Cost Accounting, Managerial Accounting, Human Resource Accounting and Hospitality Accounting]; users of accounting information; qualitative characteristics of accounting information; concepts and conventions of International Financial Reporting Standards (IFRS), Nepal Financial Reporting Standards (NFRS); professional ethics and social responsibility; changing role of managerial accounting in tourism industry; selected best practices of accounting systems in the tourism industry.

#### **Unit II: Cost Management and Analyses [10 Hours]**

**Cost Management:** Concept of cost and its classification; segregation of mixed cost [two point method and regression method], reporting of net income under different situations for internal and external use, reconciliation of net income; managerial implications of cost management in tourism. **Cost-Volume-Profit Analyses:** Concept and objectives of cost volume profit analysis;

assumptions and limitations of cost-volume-profit-analyses; application of cost-volume-profit for breakeven analyses and profit planning including multiple products and services with reflection and interpretation from tourism; cost-volume-profit analyses under constraint and conditions of uncertainty; managerial implications of cost-volume-profit analyses in tourism.

### **Unit III: Analyses of Financial Statements [10 Hours]**

Concept of financial statements and their applications in tourism; need for financial analyses from different perspectives [management, investors, lenders, suppliers, employees, customers, government]; major tools and techniques of financial analyses [vertical analyses and common size statements, horizontal analyses, hotel operating ratio analyses]; using information of financial statement analyses for organizational policy development, decision-making and control systems in tourism institutions; preparation of cash flow statements with interpretation; study of best practices in financial statements analyses; implications of financial statements analyses in tourism.

### **Unit IV: Alternative Course of Action for Decision-Making [8 Hours]**

Concept and significance of decision-making in tourism and hospitality; process of decision-making; relevance of cost considerations in decision-making; decisions relating to accept or reject special offers; decisions to drop or continue of product/services/lines and decisions to make or buy; pricing decisions of products and services in tourism; assessment of decision-making best practices in tourism.

### **Unit V: Planning, Control and Performance Measurement [8 Hours]**

Concepts and objectives of budgeting; preparation of master budget for tourism institutions; Variance analyses for controlling the performance [variances – material and overhead]; designing and implementing performance reporting and analyses in tourism; responsibility accounting and its centers; managerial implications of effective control mechanism in tourism.

### **Unit VI: Management Accounting and Control System [4 Hours]**

Managerial implications of value chain approach; total life cycle costing; target costing; kaizen costing; environmental costing and benchmarking; balanced Scorecard in tourism.

## **4. Basic Textbooks**

Garrison, R. H., Noreen, E. H., & Brewer, P.C. (2017). *Managerial accounting*. (14<sup>th</sup>ed.). New Delhi: Tata McGraw Hill Education Private Limited.

Hilton, R.W., & David, E., P. (2014). *Managerial accounting*. (9<sup>th</sup>ed.). New Delhi: Tata McGraw Hill Education Private Limited.

Peter J. H., & Peter, A. *Managerial accounting in the hospitality industry*.

## **MHM 516: Aviation Management [3 Credit Hours]**

### **1. Course Objectives**

The aim of this course is to equip students with a basic knowledge about the aviation industry, its history, nature, scope and its importance in the present world. Additionally, it also attempts to train students with specific and coherent knowledge about the International and National aviation organizations and National Regulatory System of civil aviation in the context of Nepal. The course further provides with learning opportunities to equip themselves with conceptual and pragmatic knowledge about the infrastructure required for air transport system and other relevant aspects. It also provides with depth understanding about the impacts of aviation industry in the overall national economic development whereby tourism and hospitality being a dominant sector of national economic development.

### **2. Course Description**

This course has been designed for the students pursuing their education in tourism and hospitality management. Major emphasis has been placed on conceptual, regulatory and pragmatic aspects linked to aviation management in context of Nepal. The key themes covered in the course comprise of basic knowledge about the aviation industry, its history, nature, scope, importance in the present world, International and National aviation organizations and National Regulatory System of civil aviation in the context of Nepal, the infrastructure required for the air transport system and other relevant aspects, impacts of aviation industry as a priority sector for overall national economic development.

### **3. Course Details**

#### **Unit I: Introduction [6 Hours]**

History of aviation and aviation industry; nature and significance of aviation in service industry; components of aviation industry; current status and future prospect of the aviation industry in Nepal and global contexts; scope of air transport in tourism; strategic tools during national emergency, disaster and rescue operations; analyses of strategic sensitivity of aviation industry in context of national and global security.

#### **Unit II: Aviation and the Law [10 Hours]**

Compliance in context of international legal regime; aviation law status before and after ICAO; aviation law and Nepal [Convention on International Civil Aviation 1944, Chicago; ICAO Air Service Transit Agreement, 1944; Convention for the unification of certain rules relating to International Carriage by Air 1929, Warsaw and its protocols; Hague Protocol 1955 of Warsaw Convention 1929; Tokyo Convention 1963; Hague Convention 1970; Montreal Convention 1971  
2.2 National Policy and laws; review of Civil Aviation Policy; Tourism Policy; Civil Aviation Act 2015; Royal Nepal Corporation Act 2019; Civil Aviation Authority of Nepal Act, 2053; Civil Aviation Rules and Regulations].

#### **Unit III: Organizations and Regulatory Framework [12 Hours]**

Key international organizations; international civil aviation organizations; International Air Transport Association; Airport Council International; Other Organizations: United Nations, World Tourism Organization (UNWTO), World Trade Organization (WTO), key domestic organizations [Ministry of Culture Tourism and Civil Aviation, Civil Aviation Authority of Nepal (CAAN), Nepal Airlines Corporation (NAC), private airlines companies]; CAAN as a

States Civil Aviation Regulator [organization structure, responsibilities, regulatory legislations, regulatory functions - regulation, oversight, certification, licensing, international responsibility]; safety and accident investigation; aviation security.

#### **Unit IV: Infrastructure for Aviation [8 Hours]**

**Airports:** International and domestic, civil and military; airlines and helicopter companies [schedule, non-schedule, charter]; aviation adventure/entertainment [ultra-light, paragliding, para-motor, hang-gliding, hot air balloon]; airport facilities [airport terminal facilities for passengers, airport ramp facilities for aircrafts, airport access]; **Health and safety:** hygiene, occupational safety, quality control and surveillance.

#### **Unit V: Aviation Economy [8 Hours]**

Economics of air transport; airlines as the enablers of global economy; airports as the centers of economic activities within and beyond the national territories; role of aviation in global economy; air transport and its multiplier effect in economy; air transport and tourism; air transport and Nepalese economy; linkage between insurance service and aviation development and promotion.

#### **Unit VI: Aviation and Development (4 Hours)**

Aviation as the key to globalization; aviation as the carrier of global tourism industry; significance of air-transport system for landlocked and high mountainous countries; air transport for global connectivity and international trade; aviation and human development in tourism.

### **4. Key References**

The following links contain a rich collection of relevant documents for review and classroom discourses

[https://www.icao.int/publications/Documents/7300\\_orig.pdf](https://www.icao.int/publications/Documents/7300_orig.pdf).

<https://www.jus.uio.no/lm/air.carriage.warsaw.convention.1929/doc.html>.

<http://moj.gov.jm/sites/default/files/laws/The%20Aircraft%20%28Tokyo%2C%20Hague%20and%20Montreal%20Conventions%29%20Act.pdf>.

file:///C:/Users/User/Desktop/Nepal%20Airlines%20Corporation%20Act,%202019%20(%20English%20Version).pdf.

<http://www.lawcommission.gov.np/en/documents/2015/08/civil-aviation-rules-2058-2002.pdf>.



## **MHM 517: Policy Analyses Seminar in Tourism and Hospitality [3 Credit Hours]**

### **1. Course Objectives**

This is an integrated course designed to promote research-based learning practices in tourism and hospitality education. The entire process of this experiential learning aims the promotion of active engagement among the students in critical and analytical thinking on prevailing management issues and challenges surpassing tourism and hospitality industry, taking leadership and managerial initiatives to address such issues and challenges and communicating effectively the expected managerial implications. Finally, the process requires to conduct formal seminar proceedings to disseminate the practical learning through seminar proceedings thereby empowering themselves in refining the arguments in conceptually grounded and practically relevant manner.

On completion of this practicum, the students will be able to demonstrate hands on skill competence to –

- provide effective leadership for addressing the pertinent national and international issues and challenges in promoting tourism and hospitality services,
- initiate evidence-based managerial decision-making culture by aligning with grounded realities, and
- exhibit professionalism in tourism and hospitality industry with skill, competence and ability to initiate critical and analytical thinking, take effective leadership initiatives, promote effective communication, and demonstrate proven competence to address the existing and potential issues and challenges in different sectors of experience economy.

### **2. Course Description**

The main contents of coverage will be based on the type of issues or challenges taken into account. However, the major coverage should be on policy and socio-ethical issues concerning the management of tourism and hospitality institutions; issues and challenges in macro systems' compliance with focus on gender empowerment and social inclusion (GESI); empowerment of youth for their truthful engagement in tourism and hospitality; management of corporate social responsibility (CSR); exploration of obstacles in promoting quality of work-life in tourism and hospitality; management of fiscal and administrative transparency and accountability; issues concerning the quality assurance of services; and promotion of Nepalese indigenous tourism and hospitality resources, processes and services.

### **3. Working Methodology**

Such an achievement is expected to be harmonized through a blend of desk review, qualitative observation and mini-survey to prepare a thematic paper and finally making a seminar presentation for information dissemination and refinement of understanding of the realities of chosen sector of observation. The entire mechanism of working in this paper can be initiated as follows:

#### **Step I: Form Work Teams and Take up Seminar Issues**

The respective course facilitator should place 3-5 students in each work team assign each team with an issue to be explored and studied in depth. For example, the following table provides with a few tentative ideas on such allocation:

<b>SN</b>	<b>Seminar Issues</b>	<b>Team Members</b>	<b>Date of Presentation</b>
1	Ethical dilemmas of management in the Nepalese tourism and hospitality sector	1.	
		2.	
		3.	
2	Issues governing sustainable development of tourism and hospitality sector in Nepal	1.	
		2.	
		3.	
3	Challenges facing the management of corporate social responsibility (CSR) related initiatives in the Nepalese five-star hotels	1.	
		2.	
		3.	
4	Challenges concerning the promotion of quality of work life situation in the Nepalese hospitality sector	1.	
		2.	
		3.	
5	Policy compliance related issues for gender empowerment and social inclusion (GESI) in the Nepalese hospitality sector	1.	
		2.	
		3.	
6	Issues concerning the management of functional transparency in the Nepalese tourism and hospitality institutions	1.	
		2.	
		3.	
7	Issues governing the implementation of quality assurance and accreditation system in the Nepalese higher education institutions offering hospitality education	1.	
		2.	
		3.	
8	Policy developments required for the promotion of Nepalese indigenous hospitality and tourism products through innovation and change	1.	
		2.	
		3.	
9	Issues and challenges facing knowledge management of the Nepalese indigenous technologies in hospitality	1.	
		2.	
		3.	
10	Issues and challenges facing the promotion of truthful engagement of the Nepalese youth in tourism and hospitality	1.	
		2.	
		3.	
11	Policy level dilemmas in corporate governance of Nepalese tourism and hospitality institutions	1.	
		2.	
		3.	
12	Status of institutional compliance to accountability in context of Nepalese tourism and hospitality institutions	1.	
		2.	
		3.	
13	Challenges facing the management of corporate governance of hospitality	1.	
		2.	

	institutions	3.	
14	Challenges facing the management of corporate governance of institutions specializing in service economy	1.	
		2.	
		3.	
15	System compliance related issues of corporate governance of Nepalese hospitality sector	1.	
		2.	
		3.	
16	Corporate governance and institutional accountability assessment of Nepalese tourism and hospitality institutions	1.	
		2.	
		3.	
17	Best practices of corporate governance in Nepalese tourism and hospitality institutions	1.	
		2.	
		3.	
18	A framework of corporate governance implications for Nepalese tourism sector	1.	
		2.	
		3.	
19	A framework of corporate governance implications for Nepalese chain hotels	1.	
		2.	
		3.	
20	International best practices of corporate governance in five-star hotels	1.	
		2.	
		3.	

*Note: These are not the final issues; these are just the examples and respective students and course instructor/s should work together and finalize relevant issues and challenges for the investigation in hospitality and tourism sectors in changing context of Nepal.*

### **Step II: Establish the scope of works and plan of action**

At this stage, the students should work together in their respective work teams and brainstorm to develop a detailed description of overall conceptual coverage and scope of work to accomplish this assignment. Based on various activities decided, they should then develop a corresponding plan of action showing the timelines and activities in a matrix. Use of Gantt Chart would be preferred.

### **Step III: Establish the mechanism for data/information collection and analyses**

To accomplish this stage of work, the students need to work collectively in consultation with the respective facilitator and establish the overall mix of information required, including the various sources and methods of information collection from both the secondary and primary sources. Also, they should themselves assign the activities as part of individual member engagement in different activities related to this assignment.

### **Step IV: Perform the review of literature**

Using the Academic Writing Style Guidelines prescribed by the college, the students should collectively work in their respective teams to perform detailed review of related literature from at least three respects -- conceptual or theoretical perspectives, governing policies, and related studies in the area of observation assigned to the team and finally, develop a conceptual

framework of works to govern the overall observation of the issue assigned to the respective team.

**Step V: Develop the tools and techniques of primary data collection**

At this stage, following the conceptual framework developed earlier and taking help of the respective facilitator, the team members should develop relevant tools for data collection as part of mini research supplementing the information related to the policies, issues and challenges taken into account of inquiry. Such tools may include interview checklists, observation schedules, or questionnaires. Finally, the students should also perform needs based pilot testing of the tools before finalizing them for administration.

**Step VI: Perform primary data collection**

Using the tools and techniques decided earlier, at this stage, the students should work as more functional teams to effectively administer the research and collect primary data required for writing the seminar paper.

**Step VII: Perform data reduction and analyses**

Using relevant system software and computer package, the students should perform data reduction and analyses and then develop a manuscript of the seminar proceedings by merging the literature and mini-research-based findings following the Academic Writing Style Guidelines of the college.

**Step VIII: Document the seminar paper**

Using the Academic Writing Style Guidelines provided in advance, the students should prepare the final draft of seminar proceeding paper accompanied with the development of multi-media presentation materials.

**Step IX: Make a presentation and solicit feedback**

At this stage, the work teams should perform formal presentation in a structured seminar and receive the feedback from the respective stakeholders and fellow students.

**Step X: Produce the final seminar paper/article and submit**

Incorporating the feedback, the students should prepare the final copy of their seminar paper in their work team and submit for formal closing of the project.

**4. Learning Resources**

There are no fixed resources for learning in this subject as it is quite open and situation-bound. While preparing their seminar papers, the students are expected to explore various online resources and library collections of national and international legal and policy documents pertaining to institutional governance and system compliance, case studies and company best practices, research-based articles published in referred journals and other policy documents and country status papers pertaining to tourism and hospitality development and promotion.

## 5. Evaluation Criteria

The practicum seminar paper evaluation should comprise of following criteria:

SN	Criteria of Evaluation	Maximum Points Awarded
1.	Relevance of the issues or challenges taken into account	5
2.	Quality of review works performed	20
3.	Quality of inputs gathered through mini research	15
4.	Effectiveness of information analyses and argumentation	15
5.	Compliance of Academic Writing Style Guidelines in paper	10
6.	Quality of seminar presentation effectiveness	15
7.	Quality of paper documentation and contents	20
Total		100

*Required: Laptop computer, review materials from books, working papers, journals, newspapers and policy documents; internet-connected work environment; a lot of after college team work.*

## 6. Learning Resources

Various acts and policy guidelines in tourism and hospitality in context of Nepal and global best practices.

### **1. Course Objectives**

After completion of this course, the students should be able to develop/craft the effective digital marketing strategy for e-tourism focusing on the hospitality organization that is expected to raise the sales and enhancement of brand equity. The students need to take a lead on the digital marketing with the alignment and vision of the organization along with the time line and inculcation of an integrated marketing approach.

More specifically, on completion of this course, the students will be able to exhibit effective knowledge, skills and attitude with-

1. Digital media and platforms of e-tourism for effective marketing operations of hospitality organization.
2. Building customer persona to validate, recognize target customer
3. Ability on knowing and functioning of website, capacitate of uploading content on it, enough knowledge on Search Engine Optimization and ranking of the website
4. Knowing and crafting the best copywriter for digital advertisement
5. Ability to handle social media platforms – Facebook, Twitter, LinkedIn, YouTube and so on.
6. Enough knowledge on Booking.com, TripAdvisor, Expedia.

### **2. Course Description**

This course aims to familiarize students with the e-tourism contextualizing with the global scenario by the technical skills of crafting, communicating and maintaining relationship with target customers by appropriate digital platforms to increase the economy by increasing revenue source of hospitality organizations.

As part of pragmatic inputs to be delivered through this course, the contents of teaching-learning should include latest technological development in e-tourism, creating a profile of an entity in different platforms, uploading the contents, connecting to the target market customer of the real firm. Furthermore, course approach is encouraging creativity of the students additionally equipped with the technical learning's to build effective e-tourism & a digital marketing plan, execution, implementation and appropriate feedback mechanism that would be able to decrease the marketing budget in traditional media and raise in digital media by calculative Return on Investment (ROI).

In addition, the academic discourse should be focused on connecting customers via e-tourism and digital marketing as an integrated approach to practical teaching learning that will be able to connect cross-section of knowledge and skills acquired through the rest of course that in Master of Hospitality Management (MHM) program as E-tourism is an integrated course.

### 3. Course Details

#### **Unit I: Introduction [8 Hours]**

Meaning, history of ICT in tourism; development of e-tourism; current technologies of e-tourism; nature and significance of e-tourism; value chain in the tourism; e-commerce, e-marketing, e-HRM, e-procurement, e-strategy, e-management, outcomes of e-tourism; traditional approach of marketing vs. e-tourism; linkage between e-tourism and digital marketing in tourism and hospitality.

#### **Unit II: Marketing, Branding and Digital Promotions [10 Hours]**

Brief on marketing principles; consumer behavior: people buying behavior, characteristics of B2B buyers and B2C buyers; marketing segmentation, targeting and positioning of services; integrated marketing communication; development of marketing plan; 8ps of marketing, basics on branding; emerging digital technologies; creating customer persona and designing unique selling proposition; market research - validate your business idea with type of form; copywriting - writing copy that sells, choosing right headline, AIDA – awareness, interest, desire and action; digital advertising - design, copy writing and targeting.

#### **Unit III: Applications of Digital Technologies and Media in E-tourism [10 Hours]**

**Website:** Creating website, website auditing, designing selling content, uploading, auditing website, ranking website, making a mobile friendly website, domain, hosting, SSL certification; **Search Engine Optimization (SEO):** Keywords listing, title tag, maximize links, SEO auditing; **Google AdWords:** Benefits, working mechanism, landing page, audience targeting, effective ads, creating profitable campaign, advanced campaign setting pay per click (ppc); **Email Marketing:** Building subscribers, mass email, lead pages generation, email campaign, email analytics, setting up sign forms and incentives; **Google Analytics:** Data driven approach to growth, report analyses, demographic analyses, page report analyses, campaigning, device – browser, OS and mobile analyses, reporting spam traffic.

#### **Unit IV: Social Media for E-tourism [12 Hours]**

**YouTube:** Account setup, keywords research, video structure, SEO, thumbnails, promotions analysis, marketing strategy; **Facebook Marketing:** Facebook page, icons, app and tabs, settings, engagement, content, contest, hashtags, groups, linking website, publishing tools, analytics; **Twitter:** Profile, optimization of twitter account, promotion, hashtag, poster formula, Twitter analytics, marketing strategy; **Instagram:** Page setup, hashtags, new features, influencers, creation of original content, Instagram stories, analytics, optimization, removing spam; **TripAdvisor:** Introduction, business listing, using tools, increase the guest to grow business, best practices of TripAdvisor; **Other emerging tools on e-tourism:** Expedia, Booking.com.

#### **Unit V: Issues, Challenges, Prospects and Compliances of E-tourism in Nepal [8 Hours]**

**Issues and challenges:** Technological development, human resource training, cross cultural learning of e-tourism, competitive environment, ethical and unethical practices in e-tourism; **Prospect in Nepal:** Tourism destination, advancement in technology; **Compliance:** Legal, environmental, political, cases analyses in issues on e-tourism, challenges of legal and political compliances.

**Basic Textbooks**

Chaffey, D. (2013). *E-business and e-commerce management: strategy, implementation and practice*. (5<sup>th</sup>ed.). New Delhi: Pearson Education.

Eggar, R. (ed.), &Dimitrios, B. (2008).*e-tourism case studies*. Available at:  
<https://www.amazon.de/eTourism-case-studies-Roman-Egger/dp/0750686677>.

Jan, Z., & Deborah, N. (2017).*Social media marketing: all in one for dummies*. (4<sup>th</sup>ed.). Hoboken, New Jersey: John Wiley & Sons, Inc.



## **MHM 519: Event Management [3 Credit Hours]**

### **1. Course Objectives**

This course aims to impart the knowledge, skill competence and professional maturity among the students aspiring to undertake event management service initiatives in hospitality in the future. More specifically, on completion of this course, the participating students are expected to have a thorough understanding of the thematic concepts and practical insights on event tourism, event studies and event management, followed by depth understanding of meeting, incentives, conferences and exhibitions (MICE) tourism and effective marketing and promotions of events as their professional career.

### **2. Course Description**

The core contents of the course comprise of basic insights on event management from the perspectives of event tourism, event studies and event management, followed by the generic process of event ideation, design and development, event financing, pricing, marketing and promotions, management of human resources involved in event services, finally, it also covers the strategies pertaining to event operations controlling, monitoring, supervision and evaluation.

### **3. Course Contents**

#### **Unit I: Introduction [8 Hours]**

Concept of event as a marketable service entity in hospitality business; nature and classification of event management organizations and products; event management as a science and art; event management as a profession and business idea in service economy; issues and challenges facing event management in the Nepalese context; potential contribution of event management in Nepal; growth and development of the event industry in Nepal; assessment of prevailing laws, and statutory requirements and code of ethics in event management.

#### **Unit II: Event Design and Development [8 Hours]**

Process of event development and marketing [idea generation and brainstorming, idea selection, designing the event, feasibility study of the event, planning for event delivery, event test marketing and event commercialization]; event copy rights protection; standardization vs. customization strategies of events development and delivery.

#### **Unit III: Event Financing and Pricing [8 Hours]**

Concept, nature and classification of costs; analyses of cost and benefits; estimation of fixed and variable costs associated with event; concept of event subsidies and sponsorship; preparation of budget for the event; process of risk management; standards for risk management; incident reporting; emergency response plans; common methods of events pricing [market skimming pricing, market penetration pricing, bundle pricing, premium pricing, good value pricing, captive service pricing, etc.].

#### **Unit IV: Marketing and Promotion [6 Hours]**

Event packaging; event branding; integrated marketing communications [advertising and publicity, sales promotions, public and client relations, personal selling, digital and online marketing] of events;

### **Unit V: Human Resource Management for Events [8 Hours]**

Performing job analyses; establishing job descriptions; HR recruitment and selection; HR placement, training and development; providing HR compensation and benefits; HR motivation; team building; managing diversity; leadership and personality development; establishing HR working protocols [safety, communication, grooming and relationship].

### **Unit VI: Event Control and Emergency Response Mechanism[10 Hours]**

Establishing and implementing a monitoring, evaluation and control system for events operations; complying with occupational health and safety requirements; incident reporting; crowd management; risk assessment and mitigation; planning for tourism disaster and crises management and management of emergency response on tourism disasters; designing and implementing emergency response procedures in tourism.

## **4. Basic Textbooks**

Conway, D. G. (2009). *The event manager's bible: the complete guide to planning and organizing a voluntary or public event*. Available at: <https://www.amazon.com/Event-Managers-Bible-Organising-Voluntary/dp/1845283031>.

Getz, D. (2007). *Event studies: theory, research and policy for planned events*. Routledge. Available at: [https://books.google.com.np/books/about/Event\\_Studies.html?id=-IKnHvefiusC&redir\\_esc=y](https://books.google.com.np/books/about/Event_Studies.html?id=-IKnHvefiusC&redir_esc=y).

Goldblatt, J. (2005). *Events special events, event leadership for a new world*. New York:

Page, S., & Connell, J. (eds.). (2012). *The Routledge handbook of events*. Available at: <https://www.amazon.com/Routledge-Handbook-Events-Stephen-Page/dp/0415583349>.

Tum, J., Norton, J. P., & Norton, P., & Wright, J. N. (2006). *Management of event operations*. New York: Elsevier.

Wagen, L. V. D., & Brinda, R. C. *Event management for tourism, culture, business*. New Delhi: Dorling Kindersley.

Wagen, L. V. D., & Carlos, B. R. (2017). *Event management for tourism, culture, business and sports*. New Delhi: Pearson Education.

## MHM 522: Facility Management for Tourism and Hospitality [3 Credit Hours]

### 1. Course Objectives

The course on Facility Management aims to provide tourism and hospitality students with the information they need to know to effectively manage the physical infrastructure of a hotel or restaurant and learn to coordinate effectively with the engineering and maintenance department.

### 2. Course Description

This course provides the basic conceptual insights of quality management of hospitality facilities or infrastructure. It also provides with the framework for effectively planning the hotel, accommodating and travel and tours operating institutions.

### 3. Course Details

#### **Unit I: Understanding Hotel Facility Planning [10 Hours]**

Concepts, objectives and significance of tourism and hospitality project planning [airlines, tour operators, large scale hotel, restaurants and small scale accommodating institutions]; basic considerations and decisions for planning and operations of projects; facility locating feasibility study [marketing, economic, technical, mechanical, financial, socio-cultural and political]; preparation of project feasibility study reports.

#### **Unit II: The Role, Cost and Management of Hospitality Facilities [8 Hours]**

Introduction, types and roles of facilities in tourism and hospitality industry; costs associated with facilities; impact of effective facility design on facility management and service operations; significance of facility planning in operational planning; management responsibilities in facility management.

#### **Unit III: Hotel Project Design [10 Hours]**

**The planning and design process:** Site planning, guestrooms planning, lobby design, food and beverage outlets, functional space planning, recreational facilities, administration office areas, food production areas, planning for other back-of-the-house areas and facilities. **Physical structure and design:** Building structure, site management and interior and exterior structure and design. **Renovation and capital projects:** Determining hotel lifecycle and renovation need analyses, creating and implementing renovation plan on phases and managing hotel facility after renovation.

#### **Unit IV: Hospitality Facilities Management Tools, Techniques and Trends [6 Hours]**

Meaning and significance of facilities maintenance and repair; maintenance management systems; computerized and internet-based facilities management; personnel management in facilities; facilities benchmarking; capital expenditure management on facility development and maintenance.

#### **Unit V: Facility Environmental Management [8 Hours]**

Motivations for environmental concern; economic considerations; regulatory issues, market factors, social responsibility dimension; waste minimization and management; energy conservation and management; management of fresh water resources; waste water management; hazardous substances and their management; management of transportation and

other logistics system; land-use planning and management with environmental sensitivity and compliances.

#### **Unit VI: Management of Safety, Security and Comfort [6 Hours]**

Safety and the hospitality industry; safety and security considerations to be taken into account during the building design and maintenance; designing fire safety and evacuation plans; electric system design and operating standards on safety and security; telecommunications systems; heating and cooling systems management; lighting system designs and maintenance; facilities management for differently abled people in hospitality institutions.

#### **4. Basic Textbooks**

Bansal, T. (2012). *Hotel facility planning*. (3<sup>rd</sup> Impression). New Delhi: Oxford University Press.

Ghosal, S. (2012). *Hotel engineering*. (2<sup>nd</sup> Impression). New Delhi: Oxford University Press.

Stipanuk, D. M. (2015). *Hospitality facilities management and design*. (4<sup>th</sup>ed.). Michigan: The Educational Institute of the American Hotel and Lodging Association.

### **1. Course Objectives**

After the completion of this course, the students will be able to identify best practices in marketing, analyze the markets and assess consumer behavior, offerings, pricing and promotion strategies in regard to tourism and hospitality industry. The course is organized to give students a broad overview of different and important aspects of the multi-facet job of marketing in the tourism industry. The course emphasis is on application of marketing knowledge and skills in the respective industry in global contexts.

More specifically, the course aims to empower students with --

1. appreciation of the meaning and the role of global marketing tourism,
2. understanding of the basics of strategic planning and the global marketing process,
3. skill competence to assess the global market environments and understanding consumer behavior in regard to global tourism industry,
4. exhibited ability to explain and apply market segmentation, targeting and positioning in the respective industry,
5. a capacity to identify the factors that affect pricing and comparing general pricing approaches and other functional aspects of marketing in the global context of service industry,
6. ability to explain communication and promotion strategy in global perspectives, and
7. proven skill competence to assess the ethical issues, challenges and strategic marketing in tourism and hospitality industry.

### **2. Course Description**

The course provides an overview of the unique aspects of marketing in the international business environment as well as the framework upon which multinational marketing management can be based on. The emphasis will be placed on the role of the international marketing manager in the development of marketing strategies for a variety of markets in diverse cultural, political and economic situations. The course also focuses on the decision making processes in the areas of foreign market analyses, target identification, product planning and promotion and global supply chains in experience economy.

### **3. Course Details**

#### **Unit I: Introduction [10 Hours]**

Meaning, nature and significance of marketing of tourism and hospitality services and industry as a whole; key philosophies of marketing in global contexts; marketing theories and concepts within the context of tourism and hospitality industry; service characteristics of tourism and hospitality marketing; service marketing mix, 8 Ps of hospitality and tourism marketing (product, partnership, people, packaging, programming, place, promotion, pricing) and their roles in global tourism promotion; contents and steps of a marketing plan in hospitality and tourism industry; the role of marketing in strategic planning for tourism and hospitality industry.

#### **Unit II: Global Tourism and Hospitality Environment and Consumer Behavior [10 Hours]**

Constituents of global tourism and hospitality marketing environment; examining the changing global environment of service industry and its impact and implications for the marketing of tourism and hospitality offerings; marketing information system; marketing research system;

understanding individual guests and their needs and motivations in tourism and hospitality; consumer markets and consumer buying behavior; organizational buyer behavior; group markets and group behavior.

### **Unit III: Market Segmentation, Targeting and Positioning in Global Contexts [6 Hours]**

Basic concepts underlying market segmentation, targeting and positioning in context of tourism services; process and bases and requirements of market segmentation, targeting and positioning in global tourism; assessing segment attractiveness in global tourism industry.

### **Unit IV: Pricing and Distribution Strategies for Global Marketing [6 Hours]**

Pricing of tourism and hospitality products and its significance; key pricing strategies in tourism; new product pricing; existing product pricing; psychological pricing and promotional pricing; other pricing considerations; price change and price adjustment strategies; distribution channels and their role in promoting tourism and hospitality services in global context; nature and importance of distribution systems in service industry; marketing intermediaries - travel agents and operators, tour wholesalers; roles of different travel intermediaries; global marketing channels in service industry; marketing of travel trade.

### **Unit V: Implications of IMC in Tourism Industry [8 Hours]**

The role of marketing communication in tourism and hospitality industry; integrated marketing communication for hospitality and tourism industry; communication and promotion tools [advertising and publicity, direct and online marketing, sales promotion, public relations, societal marketing, viral marketing and personal selling] in global tourism and hospitality industry.

### **Unit V: Compliances in Global Service Marketing [8 Hours]**

Examining the relationship between corporate social responsibility (CSR) and marketing of services in global context; corporate and professional ethics in global marketing in tourism; considerations of sustainability in global marketing of services; analyzing the relationship between consumers, practitioners, and policy makers, how they evolve over time; the role of strategic global marketing in hospitality and tourism; green strategies in global tourism; assessment of requirements and benefits of compliance of other socio-cultural, political-legal and technological requirements for effective global marketing of tourism products.

## **4. Basic Textbooks**

Bowie, D., &Buttle, F. (2004).*Hospitality marketing: an introduction*. Elsevier Butterworth-Heinemann.

Hudson, S. (2008). *Tourism and hospitality marketing: a global perspective*.

Kotler, P., Bowen, J. T., &Makens, J. C. (2014).*Marketing for hospitality and tourism*. Upper Saddle River, NJ: Pearson Education.

Morrison, A. M. (2010). *Hospitality and travel marketing*. (4<sup>th</sup>ed.). Delmar Cengage Learning.

Reid, R. D., &Bojanic, D. C. (2010).*Hospitality marketing management*. (5<sup>th</sup>ed.). John Wiley & Sons.

## **MHM 524: Adventure Tourism [3 Credit Hours]**

### **1. Course Objectives**

The objective of this course is to provide basic conceptual knowledge pragmatic insights from the organizational best practices and managerial implications of various concepts, theories and approaches of adventure tourism, uncertainty of outcome, experience, risk, sensation seeking, play, motivation, skills, materiality, competence, bodily techniques, success and failure of adventure tourists and adventure tourism.

More specifically, on completion of this course the students will be able to --

- a. exhibit conceptual mastery of risk recreation from the viewpoint of academic perspectives,
- b. identify and understand about various theoretical knowledge on extreme sports and risk recreation,
- c. perceive about the risk society and their implications in risk participation, and
- d. possess the knowhow of risk recreation and its commoditization in the market of adventure tourism in the world, and in Nepal at large.

### **2. Course Description**

Adventure tourism as a course provides with the basic understanding of different variants of unique touristic activities in air, land and water. In addition, this course also covers the learning about adventure as an uncertainty of the outcome of the activities including risk, safety and security. Similarly, the course includes theoretical perspectives of adventure tourism and motivation. It also provides with basic insights on forms of tourism and goes to the depth of more disciplinary forms of tourism. Finally, this course establishes the learning premise in respect with adventure sport tourism in research frontiers.

The teaching learning discourses should include a mix of structured lectures, desk reviews, seminar presentations, and evolutionary case studies of adventure activities in different destinations.

### **3. Course Details**

#### **Unit I: Introduction to Adventure Tourism [10 Hours]**

The concept of leisure, recreation and tourism; outdoor recreation, serious leisure; the nature, scope and meaning of adventure and adventure tourism; adventure tourism as business, economic powerhouse, experiences and the environment; adventure tourism in natural setting (place, space, landscape, trail, people), typology of adventure tourism (hard and soft), adventure tourism activities, adventure tourism as risk recreation, satisfaction and emotion.

#### **Unit II: Motivation in Tourism [10 Hours]**

**Tourism and Motivation:** Introduction to motivation, motivational theories of Abraham Maslow (1943), Graham Dann (1977), Philip Pearce (1988), S. Iso-Ahola (1982); **Adventure Tourism and Motivation:** Peak experience, transcendent experience, extraordinary experience, kinesthetic experiences, enduring involvement, edgework, flow, thrill, rush, sensation seeking.

#### **Unit III: Theories of Adventure and the Society [12 Hours]**

**Theories of Adventure:** The adventure alternative (Mortlock, 1984), adventure experience paradigm (Martin and Priest, 1986), adventure tourism process (Morgan, 2000), adventure

commodification continuum (Varley, 2006); *Adventure Tourism and the Safety*: Risk, disaster, accident, injuries, death, medicines, rescue: Role of guide, equipment, food and clothes.

#### **Unit IV: Extreme Adventure Sport [8 Hours]**

Mountaineering, rock climbing, trekking, sky-diving, skiing, bungee jumping, river rafting, paragliding, canyoning: historical development of adventure tourism in Nepal, present trends and future prospects.

#### **Unit V: Adventure Tourism Operations Management [8 Hours]**

Development and management of adventure facilitator and emergency response teams; risk management; communications management; land management [access and amenity]; sustainable environmental management, climate change adaptation and resilience development [in products, pricing and marketing].

#### **4. Basic Textbooks**

Buckley, R. (2010). *Adventure tourism management*. Gold Coast: International Center for Ecotourism Research, Griffith University.

Buckley, R. (2006). *Adventure tourism*. Wallingford: Cabi.

Mortlock, C. (1984). *The adventure alternative*. Cumbria, UK: Cicerone Press.

Musa, G., Higham, J., & Thompson-Carr, A. (Eds.) (2015). *Mountaineering tourism*. New York: Routledge.

Swarbrooke, J., Beard, C., Leckie, S., & Pomfret, G. (2003). *Adventure tourism: the new frontier*. Oxford: Butterworth/Heinemann.

Taylor, S., Varley, P. & Johnston, T. (Eds.) (2013). *Adventure tourism: meanings, experience and learning*. London: Routledge.

#### **5. Other Reference**

Barton, B. (2007). *Safety, Risk & Adventure: In Outdoor Activities*, London: Paul Chapman Publishing.

Boyes, M. & Houge Mackenzie, S. (2015). Concept of the wilderness experience and adventure tourism. In Musa, G. Higham, J. & Thompson-Carr, A. (Eds.) *Mountaineering Tourism* (pp. 66-84), New York: Routledge.

Ewert, A. & Taniguchi, S. (2015). The motivations and satisfactions attendant to mountaineering. In Musa, G. Higham, J. & Thompson-Carr, A. (Eds.) *Mountaineering Tourism* (pp. 156-180), New York: Routledge

Martin, P., & Priest, S. (1986). Understanding the adventure experience. *Journal of Adventure Education*, 3, 18-21.

Mill, R.C. (2008). The interrelationship between leisure, recreation, tourism and hospitality.



In Brotherton, B. Roy, R.C. (Eds.) *The Sage Handbook of Hospitality Management* (pp. 90-106), London: Sage.

Morgan, D. (2000) Adventure tourism activities in New Zealand: Perceptions and management of client risk. *Tourism Recreation Research*, 25 (3): 79-89.

Varley, P. (2006). Confecting Adventure and Playing with Meaning: The Adventure Commodification Continuum. *Journal of Sport & Tourism*, 11(2), 173-194.

Yousaf, A. Amin, L. & Santos, J.A.C. (2018). Tourist's Motivation to Travel: A Theoretical Perspective on the Existing Literature. *Tourism and Hospitality Management*, 24 (1): 197-211.

## Graduation Requirements

Grade	Description
A	Distinction
A-	Very Good
B+	Good
B	Fair
B-	Pass in Individual Course
NQ	Not Qualified
Abs	Absent
F	Fail