

SYLLABUS – MBA HM

CHENNAIS AMIRTA IIBM

VERSION 1.2

MASTER OF BUSINESS ADMINISTRATION – HOTEL MANAGEMENT

Duration – 2 years (4 semesters)

Prerequisites:

- ✓ *A Bachelor's degree in any field from a recognized institution.*
 - ✓ *Proficiency in English.*
 - ✓ *Relevant work experience in the hospitality industry may be preferred but not mandatory.*
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Learning Outcomes:

Upon completion of the program, students will be able to:

- ✓ *Demonstrate a comprehensive understanding of hotel management principles, including operations, marketing, accounting, and facility management.*
- ✓ *Develop and execute effective marketing strategies specific to the hospitality industry, with a focus on customer acquisition and retention.*
- ✓ *Analyze and interpret financial statements, budgets, and reports to make informed decisions related to hotel operations.*
- ✓ *Apply advanced techniques in room division management, optimizing occupancy rates, and ensuring efficient front desk operations.*
- ✓ *Implement best practices in food and beverage management, including menu planning, cost control, and quality assurance.*
- ✓ *Plan, coordinate, and manage meetings, incentives, conventions, and events (MICE) for various clientele.*
- ✓ *Implement and utilize MIS to enhance decision-making processes and optimize hotel operations.*
- ✓ *Apply research methodologies to address industry-specific challenges and contribute to the advancement of hotel management practices.*
- ✓ *Develop and implement strategic plans aligned with the goals and objectives of a hospitality business.*
- ✓ *Effectively recruit, train, and manage staff while ensuring compliance with labor laws and industry standards.*
- ✓ *Implement best practices in customer service management, ensuring guest satisfaction and loyalty.*

- ✓ *Exhibit strong leadership qualities in a hospitality context, including team management and conflict resolution.*
- ✓ *Depending on the chosen electives, students will gain in-depth knowledge in either strategic human resource management or e-commerce in the hospitality industry.*

COURSE MATRIX | SYLLABUS

SUB: CODE	SUBJECT NAME	CREDIT	INTERNAL	EXTERNAL	TOTAL
SEMESTER 1					
MBAHM101	Accounting For Business Decisions	4	25	75	100
MBAHM102	Basic Of Marketing	4	25	75	100
MBAHM103	Business Research Methods	4	25	75	100
MBAHM104	Economics Analysis For Business Decisions	4	25	75	100
MBAHM105	Legal Aspects Of Business	4	25	75	100
MBAHM106	Organizational Behaviour	4	25	75	100
	Total Credits	24			
SEMESTER 2					
MBAHM201	Hospitality Communication (Th & P)	4	25	75	100
MBAHM202	Travel & Tourism Management	4	25	75	100
MBAHM203	Room Divisions Management (Th & Prc)	4	25	75	100
MBAHM204	Statistical Analysis for Managerial Decisions	4	25	75	100
MBAHM205	Food & Beverage Management (Th & Prc)	4	25	75	100
MBAHM206	Entrepreneurship in the Hospitality Industry	4	25	75	100
	Total Credits	24			
SEMESTER 3					
MBAHM301	Hotel Facility Management (Th & Prc)	4	25	75	100
MBAHM302	Information Technology	4	25	75	100
MBAHM303	Human Resource Management	4	25	75	100
MBAHM304	Strategic Management in Hospitality	4	25	75	100
MBAHM305	Core I: Compensation & Benefits Administration	6	25	75	100
MBAHM306	Core II: Hotel Sales & Marketing	6	25	75	100
	Total Credits	28			
SEMESTER 4					
MBAHM401	Industry training, Project work (Dissertation & Viva voce)	8	100	200	300
MBAHM402	International Business	4	25	75	100
MBAHM403	Core I : International HRM (HR Specialization)	6	25	75	100
MBAHM404	Core II: International & Global Marketing	6	25	75	100
	Total Credits	24			

Total Credits 100

MBAHM101 :ACCOUNTING FOR BUSINESS DECISIONS

OBJECTIVE

To enable the students to understand business decisions using the accounting information.

Unit 1: MARGINAL COSTING Meaning – Advantages & Disadvantages – Need for Marginal Costing – Meaning and Definition of Marginal Costing – Features – Uses and Limitation of Marginal Costing – Absorption Costing V/s Marginal Costing – Problems

Unit 2: STANDARD COSTING Introduction – Meaning & Definition of Standard Cost and Standard Costing - Analysis of Variances – Advantages & Disadvantages of Standard Costing - Problems on Material Variances, Labor Variances and Overhead Variances.

Unit 3: BUDGETARY CONTROL Introduction – Meaning & Definition of Budget and Budgetary Control – Objectives of Budgetary Control – Classification of Budgets – Flexibility Classification – Functional Budgets – Problems on Flexible Budgets and Cash Budgets.

UNIT4. HOTEL ACCOUNTING: Definition of Hotel & Departments (F&B, Front Office, etc.) - Revenue Streams: Room Revenue, F&B, Minor: Spa, Laundry, Telephone, Internet, Parking, Miscellaneous: Souvenir sales, Rental income, Commissions - Expenses: COGS, Salaries & Wages, Operating Expenses, Depreciation & Amortization, Other Expenses

Profit & Loss Statement: Purpose: Determine profitability, track trends, evaluate performance, aid decision-making - Components: Revenue, COGS, Gross Profit, Operating Expenses, Operating Income, Other Income/Expenses, Net Income

UNIT 5: CORPORATE FINANCIAL REPORTING: Issues and problems with special reference to published financial statements. SKILL DEVELOPMENT • Preparation of

Income Statement using Absorption Costing and Marginal Costing Technique • Illustrate make or buying decisions. • Illustrate accept or reject decisions. • Preparation of Flexible Budget with Imaginary Figures • List any 10 industries where Standard Costing is used.

BOOKS FOR REFERENCE

1. S P Iyengar, Cost Accounting.
2. B.S. Raman, Cost Accounting.
3. M.N. Arora, Cost Accounting.
4. N. Prasad, Costing.
5. Palaniappan & Hariharan : Cost Accounting
6. Jain & Narang, Cost Accounting.
7. Gouri Shankar; Practical Costing.
8. K.S. Thakur: Cost Accounting.

MBAHM102 : BASIC OF MARKETING

Unit–I : Marketing and its Environment

Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

Unit–II : Market Analysis and Segmentation

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer's opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.

Unit–III : Foundations of Digital Marketing for Hotels

Defining digital marketing, Importance in the hospitality industry, Digital marketing channels (SEO, SEM, social media, Email, etc.), Setting SMART goals, Online Reputation Management (ORM) - Social Media Marketing (SMM): Utilizing platforms like Facebook, Instagram, Twitter - Search Engine Optimization (SEO - Pay-Per-Click (PPC) Advertising Email Marketing - Influencer Marketing

Unit–IV : Physical Distribution and Promotion

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentalism – Global Marketing – Services Marketing.

Unit–V : Consumer Behaviour and CRM

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process

– Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.

References

- 1) Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning*, New Delhi, 2011.
 - 1) Dhruv Grewal, Michael Lerg, *Marketing Management*, Tata McGraw Hill, New Delhi, 2011.
 - 2) Gupta, G.B. and N. Rajan Nair., *Marketing Management*, Sultan Chand & Sons, New Delhi, 2011.
 - 3) Joel R. Evans and Barry Berman, *Marketing Management*, Cengage Learning, New Delhi, 2007.
 - 4) Karen Webb, *Consumer Behaviour*, 2nd Edition, Tata McGraw Hill, New Delhi, 2011.
 - 5) Philip Kotler, Kevin Keller, Abraham Koshy and Jha, *Marketing Management*, 14th Edition, Pearson Education, New Delhi, 2012.
 - 6) Philip Kotler, Keller, *A Framework of Marketing Management*, 5th Edition, Prentice Hall, 2011.
 - 7) Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context*, Macmillan, New Delhi, 2009.
- Russel S. Winer, *Marketing Management*, Tata McGraw Hill, New Delhi,

MBAHM 103 : BUSINESS RESEARCH METHODS

UNIT I: Business Research – Definition and Significance – the research process – Types of Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II: Research Process- Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III: Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

UNIT IV: Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor Analysis - multiple regression and correlation –Application of statistical software for data analysis.

UNIT V Research report – Different types – Contents of report – need of executive summary – cauterization – contents of chapter – report writing – the role of audience – readability – comprehension –report format – title of the report – ethics in research – ethical behaviour of research

REFERENCES

1. Alan Bryman and Emma Bell, Business Research methods, OUP.

2. Cooper and Pamela Business Research methods , Tata Mc Graw Hill, 2006.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.

MBAHM104 : ECONOMICS ANALYSIS FOR BUSINESS DECISIONS

Unit 1: INTRODUCTION TO MANAGERIAL ECONOMICS

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial Economics, Economic principles relevant to managerial decision making, Opportunity cost, Production possibility curve, Concept of increments and Margin, Discounting principle, Theory of firm.

Unit 2: DEMAND ANALYSIS AND CONSUMER BEHAVIOR

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting, Consumers Equilibrium, Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus

Unit 3: THEORY OF PRODUCTION AND ANALYSIS OF COST

Laws of variable proportions and Return to scale, Economies of scale, Isoquants and Isocost, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.

Unit 4: DETERMINATION OF PRICE, OUTPUT , FACTOR MARKET AND FACTOR PRICING

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, pricing methods

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

Unit 5: MACROECONOMIC ANALYSIS AND POLICY

National Income: Concept and measurement, Circular flow of economic activities, Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, Business cycle, Money supply and Inflation.

Reference Book

1. Managerial Economics Joel Dean Prentice Hall Of India
2. Managerial Economics M.S. Subramanian
3. Managerial Economics Koutsoyiannis
4. Managerial Economics Mote, Paul, Gupta Tata McGraw Hill

MBAHM105 : LEGAL ASPECTS OF BUSINESS

Unit 1: Legal Foundations for Hospitality Business

Sources of Law: Constitutional law, Statutory law (federal, state, local), Common law (case law, precedents), Regulatory agency rules, Legal Principles and Concepts: Contracts, Torts (negligence, liability), Property law, Consumer protection laws, Antitrust laws, Employment laws.

Unit 2: Guest Rights and Hotel Responsibilities

Guest Rights: Right to accommodations, Right to privacy, Right to security, Right to be free from discrimination, Right to compensation for damages, Hotel Responsibilities: Providing safe and habitable premises, Protecting guest property, Meeting contractual obligations, Complying with safety and security regulations, Handling guest complaints effectively.

Unit 3: Hotel Operations and Legal Compliance

Licensing and Permits: Obtaining and maintaining necessary licenses and permits, Compliance with licensing requirements, Health and Safety Regulations: Fire safety codes, Food safety standards, Accessibility requirements, Occupational safety and health regulations, Environmental Regulations: Waste management, Energy conservation, Environmental impact assessments.

Unit 4: Contracts and Reservations in the Hospitality Industry

Hotel-Guest Contracts: Express and implied contracts, Terms and conditions of hotel stays, Special contracts (group bookings, corporate rates), Reservations and Overbooking: Legal implications of hotel reservations, Overbooking policies and procedures, Remedies for denied accommodations, Online Travel Agencies (OTAs): Legal issues related to OTAs, Contracts with OTAs, Consumer protection concerns.

Unit 5: Risk Management and Legal Strategies

Identifying and Mitigating Legal Risks: Risk assessment and management strategies, Implementing safety and security measures, Developing and enforcing policies and procedures, Legal Strategies for Hospitality Businesses: Contract negotiation and drafting, Dispute resolution, Insurance and risk management strategies, Ethical considerations in hospitality management

REFERENCES:

1. Business legislation for management M.C. Kuchal and Deepa Prakash, Vikas Publish House PVT Ltd.,
2. Legal aspects of Business, Ravinder kumar, Cengage learning.
3. Business law, Sathish B, Matur Tata Mcgraw Hill.
4. Business law, D. Chandra Bose, PHI learning PVT Ltd.,
5. Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill.
6. Legal aspects of Business by kubendran.

MBAHM106 : ORGANIZATIONAL BEHAVIOUR

Objective

The aim of this course is to understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour and to an organization as a whole. At the end of the course the students will have the ability to understand concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

Unit–I : Introduction and Individual Behaviour

Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthorne Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.

Unit–II : Work Attitude, Motivation and Job Satisfaction

Attitudes – The ABC Model – Work attitudes – Motivation –Theories of Motivation – Job Satisfaction – factors - Causes of Dissatisfaction.

Unit–III : Leadership and Counselling

Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Counselling – Types of Counselling.

Unit–IV : Group Dynamics

Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.

Stress – Causes of stress – Stress reduction strategies.

Unit–V : Organisation Change and OD

Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.

References

- 1) Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.
- 2) Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.
- 3) John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.
- 4) Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.
- 5) Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.
- 6) Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.
- 7) Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.
- 8) Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, 01.Ling Siu, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2011.

MBAHM201 HOSPITALITY COMMUNICATION

Unit 1: Foundations of Communication

Communication Process:

- Elements of communication (sender, message, channel, receiver, feedback, noise).
- Communication models (linear, interactive, transactional).
- Barriers to effective communication (physical, psychological, semantic, cultural).

Interpersonal Communication:

- Verbal and nonverbal communication (body language, tone of voice, facial expressions).
- Active listening skills.
- Interpersonal skills (assertiveness, empathy, conflict resolution).

Cross-cultural Communication:

- Cultural dimensions (Hofstede, Hall).
- Communication styles across cultures (high-context vs. low-context).
- Overcoming cultural barriers in communication.

Unit 2: Business Communication

Business Writing:

- Writing memos, emails, letters, reports.
- Principles of effective business writing (clarity, conciseness, accuracy, professionalism).
- Business correspondence formats.

Public Speaking:

- Preparing and delivering presentations (planning, organizing, rehearsing, delivering).
- Presentation aids (visual aids, handouts).
- Stage presence and public speaking skills.

Negotiation and Conflict Resolution:

- Negotiation strategies (competitive, collaborative, integrative).
- Conflict resolution techniques (mediation, arbitration).

- Communication skills for effective negotiation and conflict resolution.

Unit 3: Communication in the Hospitality Industry

Customer Service Communication:

- Guest communication channels (face-to-face, phone, email, social media).
- Handling guest complaints and resolving issues effectively.
- Building and maintaining guest relationships.

Communication within Hospitality Organizations:

- Communication within departments (front office, housekeeping, F&B, etc.).
- Communication with management and supervisors.
- Team communication and collaboration.

Communication in the Digital Age:

- Social media marketing for hospitality businesses.
- Online reputation management.
- Digital communication tools and technologies.

Unit 4: Communication and Technology

Communication Technologies:

- Email, video conferencing, instant messaging, social media platforms.
- Using technology effectively for communication.
- Ethical considerations in the use of technology.

Communication in a Globalized World:

- Communicating with international guests and colleagues.
- Overcoming language barriers.
- Global communication protocols and etiquette.

Unit 5: Communication for Leadership

Leadership Communication:

- Inspiring and motivating employees.
- Effective delegation and feedback.
- Building and maintaining strong teams.

Crisis Communication:

- Responding to emergencies and crises effectively.
- Communicating with stakeholders during a crisis.
- Crisis communication plans and procedures.

Reference:

"Managing Crisis: Strategies for Effective Communication" by W. Timothy Coombs & Sherry J. Holladay

"Hospitality Marketing Management" by Robert W. Wood

"The Innovator's Dilemma" by Clayton M. Christensen

"The World is Flat" by Thomas L. Friedman

"Leadership on the Line" by Ronald A. Heifetz & L.R. Grashow

"Communication Theory" by Stephen W. Littlejohn & Karen A. Foss

"Interpersonal Communication" by Joseph A. DeVito

"Intercultural Communication: A Discourse and Relational Perspective" by Stella Ting-Toomey

"Business Communication: Process and Product" by Courtland L. Bovee & John V. Thill

"The Art of Public Speaking" by Stephen Lucas

"Getting to Yes: Negotiating Agreement Without Giving In" by Roger Fisher & William Ury

"The Service Profit Chain" by James L. Heskett, W. Earl Sasser Jr., & Leonard A. Schlesinger

"Managing Hospitality Human Resources" by John R. Walker

MBAHM 202: TRAVEL & TOURISM MANAGEMENT

Objective: To equip students with the knowledge and skills necessary to effectively market and promote tourism destinations and products.

UNIT 1: Principles of Marketing:

Marketing concepts and philosophies

Marketing mix (7Ps: Product, Price, Place, Promotion, People, Process, Physical Evidence)

Target market segmentation and identification

Consumer behavior in tourism

Market research methodologies

UNIT 2: Tourism Marketing Strategies:

Developing and implementing marketing plans

Branding and destination image

Competitive analysis and positioning

Sales and revenue management

Public relations and media relations

UNIT 3: Tourism Promotion Techniques:

Advertising and media planning

Sales promotions and incentives

Digital marketing and social media

Event management and sponsorship

Travel trade marketing

UNIT 4: E-Tourism and Technology:

Online travel agencies (OTAs) and travel portals

Global Distribution Systems (GDS)

Social media marketing and influencer marketing

Mobile applications and technology in tourism

E-commerce and online booking systems

UNIT 5: Sustainable Tourism Marketing:

Eco-tourism and responsible tourism

Sustainable marketing practices

Community-based tourism and cultural tourism

Marketing heritage and cultural resources

References:

- **Kotler, P., Bowen, J., & Makens, J. C.** (2016). Marketing for Hospitality and Tourism. Pearson.
- **Swarbrooke, J.** (2016). Tourism and Hospitality Marketing. Routledge.
- **Middleton, V. T., & Hawkins, R.** (2015). Tourism Marketing, Management, and Destinations. Routledge.
- **Buhalis, D.** (2000). Marketing the Tourist Destination. Butterworth-Heinemann.
- **UNWTO.** (2018). Tourism Marketing Guidelines. World Tourism Organization.

MBAHM 203: ROOM DIVISIONS MANAGEMENT

UNIT 1. Introduction to Revenue Management

- Definition and scope of revenue management
- Key principles of revenue management: demand forecasting, pricing strategies, capacity control
- Importance of revenue management in the hospitality industry
- Revenue management challenges and opportunities

UNIT 2. Demand Forecasting & Analysis

- Techniques for forecasting demand: historical data analysis, trend analysis, competitive analysis, market segmentation
- Yield management concepts: understanding demand elasticity, pricing for different market segments
- Revenue per available room (RevPAR) and other key performance indicators (KPIs)

UNIT 3. Capacity Control

- Overbooking strategies: managing risk and maximizing occupancy
- Walk-in policies and procedures
- Guest allocation and room assignment strategies
- Managing denials and upgrades effectively
- Property Management Systems (PMS) and their role in revenue management
- Central Reservation Systems (CRS) and their impact on distribution and pricing

UNIT 4. Revenue Management in Practice

- Case studies of successful revenue management implementations in hotels
- Best practices for implementing and managing revenue management strategies
- Ethical considerations and challenges in revenue management

UNIT 5. Future Trends in Revenue Management

- The impact of technology on future revenue management practices
- Emerging trends such as artificial intelligence and machine learning
- Sustainability and social responsibility in revenue management

Assessment:

- Class participation and discussions
- Case studies and problem-solving exercises

- Individual or group projects on revenue management strategies
- Mid-term and final examinations

Recommended Readings:

- Cross, R. (2011). Revenue Management: The Definitive Guide. Wiley.
- Smith, B. C., & Gale, T. (2015). The Hotel and Travel Industry. Wiley.
- Price, M. B. (2017). The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making. Harvard Business Review Press.

MBAHM 204: STATISTICAL ANALYSIS FOR MANAGERIAL DECISIONS

Unit 1: Introduction to Statistics

- Concepts of Statistics:
 - Definition, Scope, Importance of Statistics in Business.
 - Types of Data (Qualitative, Quantitative, Discrete, Continuous).
 - Data Collection Methods (Primary & Secondary Data).
- Data Presentation & Summarization:
 - Frequency Distributions, Histograms, Bar Charts, Pie Charts.
 - Measures of Central Tendency (Mean, Median, Mode).
 - Measures of Dispersion (Range, Variance, Standard Deviation).

Unit 2: Probability & Probability Distributions

- Basic Probability Concepts:
 - Definition, Events, Sample Space, Probability Axioms.
 - Conditional Probability, Bayes' Theorem.
 - Random Variables (Discrete & Continuous).
- Probability Distributions:
 - Binomial Distribution, Poisson Distribution, Normal Distribution.
 - Standard Normal Distribution, Applications in Business.

Unit 3: Sampling & Estimation

- Sampling Techniques:
 - Simple Random Sampling, Stratified Sampling, Systematic Sampling.
 - Sampling Distribution, Standard Error.
- Estimation:
 - Point Estimation & Interval Estimation.

- Confidence Intervals for Mean & Proportion.

Unit 4: Hypothesis Testing

- Hypothesis Testing Procedures:
 - Null & Alternative Hypotheses, Type I & Type II Errors.
 - Test Statistics, p-values, Critical Values.
 - Z-test, t-test, Chi-Square Test.
- Applications in Business:
 - Testing Means, Proportions, Variances.
 - Hypothesis Testing in Marketing, Finance, Operations.

Unit 5: Regression & Correlation Analysis

- Correlation Analysis:
 - Measurement of Correlation (Pearson's Correlation Coefficient).
 - Interpretation of Correlation Coefficients.
- Regression Analysis:
 - Simple Linear Regression, Multiple Linear Regression.
 - Model Building, Interpretation of Regression Coefficients.
 - Applications in Forecasting & Decision Making.

Reference Books:

- **Essentials of Statistics for Business and Economics by Anderson, Sweeney, and Williams**
- **Business Statistics: A First Course by David R. Anderson, Dennis J. Sweeney, Thomas A. Williams**
- **Statistics for Management by Richard I. Levin and David S. Rubin**
- **Business Statistics: Concepts and Applications by James R. Evans and William M. Lindsay**

MBAHM205: FOOD & BEVERAGE MANAGEMENT

Unit 1: Foundations of F&B Management

- Introduction to the F&B Industry
- Types of F&B Establishments (Restaurants, Hotels, Catering, etc.)
- Market Trends & Consumer Behavior
- Legal & Regulatory Framework (Food Safety, Licensing)

Unit 2: Operations Management

- Menu Planning & Development
- Food Production & Kitchen Management
- Beverage Management (Cocktails, Wines, Beer)
- Inventory Control & Costing
- F&B Service Operations (Table Service, Banquet Service)

Unit 3: Marketing & Sales

- F&B Marketing Strategies (Social Media, Promotions, PR)
- Customer Relationship Management (CRM)
- Revenue Management & Pricing Strategies
- Sales Forecasting & Budgeting

Unit 4: Human Resource Management

- Recruitment & Selection of F&B Staff
- Training & Development Programs
- Employee Motivation & Retention
- Labor Relations & Legal Compliance

Unit 5: Financial Management & Control

- Financial Accounting for F&B Operations
- Cost Control & Profitability Analysis
- Budgeting & Financial Planning
- Food & Beverage Costing Methods
- Financial Performance Evaluation

Reference Books:

- "Hospitality Financial Accounting" by Michael V. Evans & H. Michael Castelli
- "Financial Management for Hospitality" by Donald J. Bowers

"Fundamentals of Human Resource Management" by Gary Dessler

"Managing Human Resources" by John W. Budd

"Restaurant Management: Principles, Practices, and Applications" by Michael Kasavana & James B. Mayo

"The Professional Bartender's Handbook" by Dale DeGroff

"Essentials of Hospitality Management" by John R. Walker

"Understanding Hospitality" by Robert A. Woods

"Principles of Marketing" by Philip Kotler & Gary Armstrong

"Marketing Hospitality" by Judy Siguaw & Michael J. Hampton

MBAHM206: ENTREPRENEURSHIP IN THE HOSPITALITY INDUSTRY

Unit 1: Foundations of Hospitality Entrepreneurship

- **Concept of Entrepreneurship:** Definition, characteristics, types of entrepreneurs, entrepreneurial journey.
- **The Hospitality Industry:** Overview, segments (hotels, restaurants, travel, tourism, events), trends, and challenges.
- **Entrepreneurial Opportunities in Hospitality:** Identifying and evaluating business ideas, market research and feasibility studies.
- **Legal and Regulatory Framework:** Business registration, licenses, permits, and legal compliance.

Unit 2: Business Planning & Development

- **Developing a Business Plan:** Components of a business plan (executive summary, company description, market analysis, operations plan, financial projections).
- **Funding Options:** Sources of funding (bootstrapping, angel investors, venture capital, loans, crowdfunding).
- **Building a Strong Team:** Recruitment, selection, training, and team building.
- **Operations Management:** Front-of-the-house and back-of-the-house operations, customer service, quality control.

Unit 3: Marketing & Sales

- **Marketing Strategies:** Market segmentation, targeting, and positioning, branding, marketing mix (product, price, place, promotion).
- **Digital Marketing:** Social media marketing, online advertising, search engine optimization (SEO), content marketing.
- **Sales & Revenue Management:** Yield management, pricing strategies, customer relationship management (CRM).
- **Customer Service Excellence:** Building customer loyalty, handling customer complaints, exceeding customer expectations.

Unit 4: Financial Management & Sustainability

- **Financial Statements:** Income statement, balance sheet, cash flow statement, key financial ratios.
- **Financial Forecasting & Budgeting:** Budgeting techniques, financial modeling, cost control, revenue management.

- **Sustainability Practices:** Environmental sustainability, social responsibility, ethical business practices.
- **Risk Management:** Identifying and mitigating risks, crisis management.

Unit 5: Innovation & Growth

- **Innovation in Hospitality:** Technology in hospitality (AI, IoT, robotics), emerging trends (experiential travel, wellness tourism, sustainable tourism).
- **Scaling the Business:** Franchising, strategic alliances, mergers and acquisitions.
- **Leadership & Entrepreneurship:** Leadership styles, decision-making, negotiation, communication.
- **Ethical Considerations:** Social responsibility, ethical marketing, fair labor practices.

Reference Books:

"The Innovator's Dilemma" by Clayton M. Christensen

"Leading with Questions" by Hal Gregersen

"The 7 Habits of Highly Effective People" by Stephen R. Covey

"Financial Accounting" by J. David Spiceland, Wayne Thomas, and Mark Nelson

"Hospitality Financial Accounting" by Michael V. Evans

"Sustainable Hospitality: Principles of Sustainable Hotel and Tourism Management" by Inge W. Van Hoof

"Business Plans Handbook" by Steven D. Peterson

"The Art of the Start" by Guy Kawasaki

"Hospitality Management: Principles and Practices" by John R. Walker

"The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It" by Michael E. Gerber

"Blue Ocean Strategy" by W. Chan Kim and Renée Mauborgne

"The Lean Startup" by Eric Ries

"Marketing Management" by Philip Kotler and Kevin Lane Keller

"Contagious: Why Things Catch On" by Jonah Berger

"The Hospitality Industry: Marketing and Management" by Christopher R. Crouch and John E. Crotts

MBAHM301: HOTEL FACILITY MANAGEMENT

Unit 1: Fundamentals of Hotel Facility Management

- Introduction to Hospitality Industry
- Role of Facilities in Guest Satisfaction
- Types of Hotel Facilities (Rooms, Public Areas, Back-of-the-House)
- Facility Planning and Design Principles
- Sustainability and Green Building Concepts

Unit 2: Operations and Maintenance

- Preventive Maintenance Programs
- Corrective Maintenance Procedures
- Building Systems (HVAC, Electrical, Plumbing)
- Energy Management and Conservation
- Safety and Security Systems

Unit 3: Technology in Facility Management

- Building Management Systems (BMS)
- Property Management Systems (PMS)
- Data Analytics and Predictive Maintenance
- Automation and Robotics in Facilities
- Cybersecurity in Hotel Environments

Unit 4: Human Resources and Procurement

- Facility Management Teams and Organization
- Recruitment and Training of Facility Staff
- Vendor Management and Procurement Processes
- Contract Negotiation and Management
- Occupational Health and Safety

Unit 5: Financial Management and Sustainability

- Facility Management Budgets and Cost Control
- Life-Cycle Cost Analysis
- Return on Investment (ROI) for Facility Upgrades
- Environmental Sustainability Practices (Green Initiatives)
- Corporate Social Responsibility (CSR) in Hospitality

Reference Books:

"Hospitality Financial Accounting" by Michael Kasavana

"Sustainable Hospitality: Principles of Sustainable Hotel and Tourism Management" by Inge Van Hoof

"Facilities Management: Principles and Practices" by Geoffrey Love

"The Hospitality Industry" by John R. Walker

"Principles of Human Resource Management" by Gary Dessler

"Purchasing and Supply Management" by Robert B. Handfield

"Building Operations Handbook" by Joseph P. Cappiello

"Hospitality Facilities Management" by James A. Van Amburgh

"Smart Buildings: Technology, Practice, and Implications" by John Petraglia

"Hospitality Technology" by Michael Kasavana

MBAHM 302: INFORMATION TECHNOLOGY

Unit 1: Introduction to Information Technology

- Evolution of IT
- Impact of IT on Business
- IT Infrastructure (Hardware, Software, Networks)
- Data & Information
- Introduction to Cybersecurity

Unit 2: Word Processing with Microsoft Word

- Basic Word Processing Functions (Typing, Editing, Formatting)
- Working with Documents (Creating, Saving, Opening, Printing)
- Advanced Features (Styles, Templates, Mail Merge, Tables, Images)
- Collaboration and Sharing

Unit 3: Spreadsheet Analysis with Microsoft Excel

- Basic Spreadsheet Functions (Entering Data, Formulas, Functions)
- Working with Worksheets (Creating, Formatting, Printing)
- Data Analysis Tools (Charts, Graphs, PivotTables)
- Macros and VBA (Introduction)
- Data Visualization

Unit 4: Databases and Data Management

- Introduction to Databases (Types of Databases, Relational Databases)
- SQL (Structured Query Language) Basics
- Data Warehousing and Data Mining (Introduction)
- Business Intelligence Tools

Unit 5: IT Applications in Business

- E-commerce and E-business
- Customer Relationship Management (CRM)
- Enterprise Resource Planning (ERP)
- Supply Chain Management (SCM)
- Business Analytics and Decision Making

Reference Books:

E-Business: Concepts and Technologies by David Laudon & Carol Traver
Managing and Using Information Systems: A Strategic Approach by Kenneth C. Laudon & Jane P. Laudon
E-Business: Concepts and Technologies by David Laudon & Carol Traver
Fundamentals of Information Systems by Kenneth C. Laudon & Jane P. Laudon
Microsoft Word Bible by Woody Leonhard
Sams Teach Yourself Microsoft Word in 10 Minutes by Roger C. Parker
Microsoft Excel Bible by John Walkenbach
Sams Teach Yourself Microsoft Excel in 10 Minutes by Greg Harvey
Database Systems: A Practical Approach to Design, Implementation, and Management by Thomas M. Connolly & Carolyn E. Begg
Head First SQL by Lynn Beighley

MBAHM303: HUMAN RESOURCE MANAGEMENT

Unit 1: Foundations of Human Resource Management

- Evolution of HRM
- Functions of HRM (Recruitment, Selection, Training & Development, Performance Management, Compensation & Benefits, Employee Relations, etc.)
- HR Roles (Strategic, Operational, Administrative)
- HR Challenges (Globalization, Technology, Diversity, etc.)

Unit 2: Human Resource Planning & Recruitment

- HR Planning Process (Job Analysis, Job Description, Job Specification)
- Forecasting HR Demand and Supply
- Recruitment Sources (Internal, External)
- Recruitment Methods (Online, Campus, Job Fairs, etc.)

Unit 3: Selection & Onboarding

- Selection Process (Screening, Interviews, Tests, Background Checks)
- Selection Methods (Psychometric Tests, Assessment Centers)
- Onboarding Process (Orientation, Socialization, Integration)

Unit 4: Training & Development

- Training Needs Analysis (TNA)
- Training Methods (On-the-job training, Off-the-job training, E-learning)
- Performance Appraisal Methods (360-degree feedback, MBO, etc.)
- Employee Development (Succession planning, Career development)
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Unit 5: Compensation & Benefits

- Compensation Strategies (Job evaluation, Pay-for-performance)
- Benefits Programs (Health insurance, Retirement plans, Leave policies)
- Employee Welfare

Reference Books:

Human Resource Management by Stephen P. Robbins and Timothy A. Judge

Compensation by Milkovich and Newman

Essentials of Human Resource Management by Gary Dessler

Human Resource Management by Stephen P. Robbins and Timothy A. Judge

Human Resource Management by Gary Dessler

Principles of Human Resource Management by Mondy, Noe, and Premeaux

Human Resource Management by Stephen P. Robbins and Timothy A. Judge

Essentials of Human Resource Management by Gary Dessler

Human Resource Management by Gary Dessler

Training and Development by Goldstein, I.L.

MBAHM304: STRATEGIC MANAGEMENT IN HOSPITALITY

Unit 1: Foundations of Strategic Management

- Introduction to Strategic Management
- Mission, Vision, and Values
- SWOT Analysis
- Porter's Five Forces Model
- Competitive Advantage and Sustainable Competitive Advantage

Unit 2: Hospitality Industry Analysis

- Structure and Dynamics of the Hospitality Industry
- Segmentation of the Hospitality Market
- Competitive Landscape Analysis
- Technology and Innovation in Hospitality
- Sustainability and Social Responsibility in Hospitality

Unit 3: Strategic Planning Processes

- Strategic Planning Process: Steps and Techniques
- Setting Strategic Objectives and Goals
- Developing Strategic Alternatives
- Evaluating Strategic Options
- Implementing and Controlling Strategies

Unit 4: Strategic Marketing and Innovation

- Customer Relationship Management (CRM)
- Revenue Management and Pricing Strategies
- Brand Management and Positioning
- Innovation in Products and Services
- E-commerce and Digital Marketing in Hospitality

Unit 5: Strategic Issues in Hospitality

- Global Hospitality Industry
- Mergers and Acquisitions in Hospitality
- Franchising and Licensing
- Risk Management and Crisis Management in Hospitality
- The Future of the Hospitality Industry

Reference Books:

Strategic Issues in the Hospitality Industry by Christopher R. Crouch and John H. Frayne

The Global Hospitality Industry by Stephen J. Rushmore

Strategic Management: Concepts and Cases by Fred R. David

Concepts of Strategic Management by Wheelen and Hunger

The Hospitality Industry by Michael L. Kasavana and Robert W. Wood

Trends in the Hospitality Industry by J.R. Brent Ritchie

Strategic Management: A Competitive Advantage Approach by Jay B. Barney and William S. Hesterly

Strategic Management: Text and Cases by Gregory G. Dess, Garry D. McNamara, and Henry Mintzberg

Principles of Marketing by Kotler and Armstrong

Hospitality Marketing Management by Donald J. Bowers

MBAHM305: COMPENSATION & BENEFITS ADMINISTRATION (HR SPECIALIZATION)

Unit I: Foundations of Compensation & Benefits

- Compensation and Benefits: Concepts, Importance, and Objectives
- Internal and External Equity
- Job Analysis and Job Evaluation Techniques (Job Ranking, Job Classification, Point Factor Method)
- Pay Structures: Pay Grades, Pay Ranges, and Pay Curves
- Legal and Regulatory Framework: Minimum Wages Act, Equal Remuneration Act, etc.

Unit II: Wage and Salary Administration

- Wage and Salary Surveys: Methods and Sources
- Wage and Salary Determination: Factors influencing wage and salary decisions
- Incentive Plans: Piece Rate, Commission, Bonus, Profit-Sharing
- Executive Compensation: Stock Options, Performance Bonuses, Perks

Unit III: Employee Benefits

- Types of Employee Benefits: Health Insurance, Life Insurance, Retirement Plans (Provident Fund, Pension), Social Security Benefits, Leave Policies
- Benefits Planning and Design: Cost-benefit analysis, Employee communication
- Managing Employee Benefits Programs: Administration, Claims processing, Legal compliance

Unit IV: International Compensation & Benefits

- Challenges of International Compensation: Currency fluctuations, Cost of living variations, Cultural differences
- Expatriate Compensation Packages: Base pay, Allowances (housing, cost of living, hardship), Benefits
- Global Compensation and Benefits Strategies: Aligning compensation with global business objectives

Unit V: Emerging Trends in Compensation & Benefits

- Employee Wellness Programs

- Flexible Work Arrangements
- Employee Stock Ownership Plans (ESOPs)
- Social Media and Compensation
- Sustainability and Corporate Social Responsibility (CSR) in Compensation and Benefits

Reference Books:

World of Work Report by International Labor Organization (ILO)

Human Resource Management Review (Journal)

Essentials of Human Resource Management by Gary Dessler

Human Resource Management by Stephen P. Robbins and Timothy A. Judge

Compensation by Milkovich and Newman

Human Resource Management by Ivancevich, Konopaske, and Matteson

Employee Benefits by James C. Scott

Essentials of Human Resource Management by Gary Dessler

International Human Resource Management by Peter Dowling and Allen Welch

Global Human Resource Management by L. L. Cummings and C. C. Worley

MBAHM306: HOTEL SALES & MARKETING (MARKETING SPECIALIZATION)

Unit 1: Introduction to Hospitality Marketing

- Marketing concepts and principles.
- The hospitality industry: Overview and trends.
- Marketing mix (7Ps: Product, Price, Place, Promotion, People, Process, Physical Evidence).
- Customer relationship management (CRM) in hospitality.

Unit 2: Market Research and Segmentation

- Market research methodologies: Primary & secondary data collection.
- Competitive analysis: SWOT analysis, Porter's Five Forces.
- Market segmentation: Demographic, psychographic, geographic, behavioral.
- Targeting and positioning: Selecting target markets and creating a unique brand image.

Unit 3: Sales & Distribution Channels

- Direct sales: Online booking engines, GDS (Global Distribution Systems).
- Indirect sales: Travel agents, tour operators, online travel agencies (OTAs).
- Revenue management: Yield management strategies, pricing strategies.
- Channel management: Managing relationships with distribution partners.

Unit 4: Sales & Marketing Communications

- Advertising: Traditional and digital media, social media marketing.
- Public relations: Media relations, crisis communication.
- Sales promotions: Discounts, packages, loyalty programs.
- Personal selling: Sales techniques, customer service.

Unit 5: E-commerce & Digital Marketing

- E-commerce in the hospitality industry: Online travel agencies, social media platforms.
- Digital marketing strategies: Search engine optimization (SEO), search engine marketing (SEM), social media marketing.
- Mobile marketing: Mobile applications, location-based services.
- Customer data analytics: Analyzing customer behavior and preferences.

REFERENCES

Digital Marketing by Ryan Deiss

Hospitality Marketing Management by Christopher R. Crotts

Principles of Marketing by Kotler and Armstrong

Hospitality Marketing Management by Christopher R. Crotts

Marketing Research by Naresh K. Malhotra

Hospitality Marketing Management by Christopher R. Crotts

The Hospitality Sales & Marketing Professional by Patrick Patterson

Revenue Management for the Hospitality Industry by Robert Mandelbaum

Integrated Marketing Communications by Don Schultz

Hospitality Marketing Management by Christopher R. Crotts

MBAHM401: INDUSTRY TRAINING, PROJECT WORK (DISSERTATION) & VIVA VOCE

industry Training

- A period of 3 MONTHS practical experience in a real-world work setting, typically in a company or organization related to your field of study.
- To bridge the gap between theory and practice, develop practical skills, gain industry exposure, and build professional networks.

Project Work (Dissertation)

- An in-depth research or development project undertaken by a student, typically as a culminating experience for a degree program.
- To demonstrate independent research, critical thinking, problem-solving, and analytical skills.
 - **Topic selection:** Choosing a relevant and feasible research topic.
 - **Literature review:** Gathering and analyzing existing research on the topic.
 - **Methodology:** Designing and implementing research methods (e.g., surveys, experiments, case studies).
 - **Data collection and analysis:** Collecting and analyzing data, drawing conclusions.
 - **Report writing:** Writing a comprehensive report documenting the research process and findings.

Viva Voce

- **Presentation:** The student presents their project work to the examiners.
- **Question and answer session:** The examiners ask questions related to the project, methodology, findings, and literature review.
- **Evaluation:** The examiners evaluate the student's performance based on their presentation, responses to questions, and overall understanding of the project.

MBAHM402: INTERNATIONAL BUSINESS

Unit 1: Foundations of International Business

- **Concepts:** Globalization, Internationalization, Foreign Direct Investment (FDI), International Trade Theories (Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theorem, Porter's Diamond Model).
- **International Business Environments:** Political, Economic, Legal, Cultural, Technological.

Unit 2: International Trade and Investment

- **International Trade:** Trade barriers (tariffs, quotas, non-tariff barriers), Free Trade Agreements (FTA), Regional Economic Integration (e.g., EU, ASEAN).
- **Foreign Direct Investment:** Types of FDI, Greenfield investment, Mergers & Acquisitions, Benefits and Costs of FDI.

Unit 3: International Marketing

- **International Marketing Strategies:** Standardization vs. Adaptation, Global Marketing Mix (Product, Price, Place, Promotion).
- **International Market Entry Strategies:** Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries.

Unit 4: International Finance and Management

- **International Financial Management:** Foreign Exchange Markets, Exchange Rate Systems, International Financial Reporting Standards (IFRS).
- **International Human Resource Management:** Staffing policies, Compensation and benefits, Cultural differences in management.

Unit 5: Emerging Trends in International Business

- **Globalization 4.0:** The rise of emerging markets, digital disruption, sustainability, and corporate social responsibility.
- **International Business Ethics:** Ethical considerations in international business, corporate social responsibility, and sustainability.

Reference Books:

International Business: Environments and Operations by Daniels, Radebaugh, and Sullivan

Global Business Today by Charles W.L. Hill

International Business: Environments and Operations by Daniels, Radebaugh, and Sullivan

Global Business Today by Charles W.L. Hill

International Marketing by Philip R. Cateora, John Graham, and Mary C. Gilly

Global Marketing by Warren J. Keegan and Marie Lafferty

The World is Flat 3.0 by Thomas L. Friedman

Ethical Dilemmas in International Business by De George

MBAHM403: INTERNATIONAL HRM (HR SPECIALIZATION)

Unit 1: Foundations of International HRM

- Globalization and its impact on HRM
- Internationalization strategies of hospitality organizations
- Cultural dimensions and their impact on HRM practices
- Ethical considerations in international HRM

Unit 2: International Recruitment & Selection

- Recruitment strategies for international assignments
- Selection methods for international positions (e.g., cross-cultural assessments, language proficiency tests)
- International recruitment challenges and best practices

Unit 3: International Compensation & Benefits

- International compensation packages (base pay, allowances, incentives)
- Tax implications of international assignments
- Equity and fairness in international compensation
- Benefits for expatriates (health insurance, housing, education)

Unit 4: International Training & Development

- Cross-cultural training programs for expatriates and host country nationals
- Language training and cultural immersion programs
- Developing global leadership skills
- Managing knowledge transfer across borders

Unit 5: International Labor Relations & Global Mobility

- International labor laws and regulations
- Collective bargaining in an international context
- Managing employee mobility (expatriation, repatriation, international transfers)
- Challenges and opportunities of global mobility

• Reference Books:

Poel, D. V. D., & Murray, G. (2003). Human resource management: Strategy and action. Kogan Page Publishers.

Dowling, P. J., Festing, M., & Taylor, S. (2017). International Human Resource Management: Managing people in a global context. Cengage Learning.

- Tung, R. L. (2013). Human resource management in the Asia Pacific. Routledge.
- Brislin, R. W. (1993). Understanding culture's influence on behavior. Harcourt Brace Jovanovich College Publishers.
- De Cieri, H., Kramar, R., & Rouse, M. (2010). Human resource management in Asia. Sage.
- Harvey, M. (2001). An introduction to international human resource management. Routledge.
- Brewster, C., Sparrow, P., & Vernon, G. (2016). International human resource management. Routledge.
- Schneider, S. C., & Barsoux, J.-L. (2003). Managing across cultures: Interaction effects in global management. Pearson Education.
- Dowling, P. J., Festing, M., & Taylor, S. (2017). International Human Resource Management: Managing people in a global context. Cengage Learning.
- Morgan, G. (2006). Images of organization. Sage.

MBAHM404: INTERNATIONAL & GLOBAL MARKETING

Unit 1: Foundations of International Marketing

- Globalization and the Hotel Industry
- International Marketing Environment (Political, Economic, Social, Technological, Legal)
- Culture and International Marketing (Hofstede's Cultural Dimensions, Cultural Sensitivity)
- Entry Modes into International Markets (Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries)

Unit 2: Global Market Research

- International Market Research Process
- Data Collection Methods (Primary and Secondary Data)
- Challenges and Ethical Considerations in International Market Research
- Analyzing and Interpreting International Market Data

Unit 3: Global Marketing Strategies

- Global Brand Management (Brand Equity, Global Brand Positioning)
- Global Pricing Strategies (Price Discrimination, Transfer Pricing)
- Global Distribution Channels (Direct and Indirect Channels)
- Global Promotion Strategies (Advertising, Public Relations, Sales Promotion)

Unit 4: Digital Marketing in the Global Hospitality Industry

- Social Media Marketing for Hotels
- Search Engine Optimization (SEO) and Search Engine Marketing (SEM)
- Online Travel Agencies (OTAs) and their Impact
- E-commerce and Mobile Marketing in Hospitality

Unit 5: Sustainable and Ethical Global Marketing

- Corporate Social Responsibility (CSR) in International Marketing
- Sustainable Tourism Practices
- Ethical Considerations in Global Marketing (Data Privacy, Cultural Appropriation)
- The Future of Global Marketing in the Hospitality Industry

Reference Books:

- Belz, F. M., & Peattie, K. (2013). International Business Ethics.
- Weaver, D. B. (2018). Sustainable Tourism.
- Kotler, P., & Keller, K. L. (2016). Marketing Management.
- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2018). International Marketing.
- Chaffey, D., & Smith, P. (2017). Digital Marketing Excellence.
- Ryan, D., & Jones, C. (2016). Understanding Digital Marketing.
- Kotler, P., & Keller, K. L. (2016). Marketing Management.
- Keegan, W. J., & Green, M. C. (2017). Global Marketing.
- Malhotra, N. K. (2016). Marketing Research: An Applied Orientation.
- Kumar, V., & Reinartz, W. J. (2016). Customer Relationship Management: Concepts, Methods, and Technologies.