Subject Outlines
Master of International Hotel Management

CRICOS Numbers:
Graduate Certificate in International Hotel Management: 089932J
Master of International Hotel Management: 089931K
Torrens University Australia: 03389E

Core Subjects
- Hotels and the Guest Experience: HGE401
- Managing Food and Beverage Operations: MFB402
- Management of Rooms Division: MRD403
- Service Design and Management: SDM404
- Contemporary Hotel Marketing: CHM601
- Leadership for Global Hospitality: LGH602
- Hotel Finance and Revenue: HFR603
- Entrepreneurship for Hospitality Leaders: EHL604
- Industry Placement: INP605
- Business Research for Hoteliers: BRH606
- Independent Critical Analysis Project: IAP607
- Strategic Hotel Management: SHM608

Elective Subjects
- Business Events in a Global Context: BEG609
- Sustainability and the Environment: STE610
- Hoteliers and Global Tourism: HGT611
- Plus any subject from the GBM
- Any MBA Torrens Elective
SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Certificate in International Hotel Management</td>
<td>10 weeks</td>
<td>400</td>
</tr>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- ☑ core subject (within associated awards) (within associated awards)
- ☐ elective subject (within associated award/s, and in other approved awards) (within associated award/s, and in other approved awards)
- ☐ other (please specify below): other (please specify below):

1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 credit points</td>
<td>40 credit points for the Graduate Certificate in International Hotel Management</td>
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<tr>
<td></td>
<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 week duration</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- ☑ Face to face on site
- ☐ E-learning
<table>
<thead>
<tr>
<th>Weekend workshop - details below</th>
<th>Weekend workshop - details below</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-integrated learning activity</td>
<td></td>
</tr>
<tr>
<td>Mixed/blended</td>
<td></td>
</tr>
<tr>
<td><strong>Full-time</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Part-time</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Other (please specify)</strong></td>
<td></td>
</tr>
</tbody>
</table>

1.6 Pre-requisites and co-requisites

- Yes □ No **X**

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

- Yes □ No **X**

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Current consumer culture is more competitive than it has ever been. Today, hotels must battle for an increasing share of the customer revenue and loyalty. Increasingly recognising that the complete experience enjoyed by customers is critical to customer retention, profitability and growth.

This subject engages the student in critically examining ways to improve guest experiences. It begins with an introduction to the fundamental concepts associated with hotel services. Leading to the development of a framework that can be applied to designing “customer experience” that will leave lasting impressions, increase revenue and encourage repeat business and referrals.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Understand the concept and development of professionalism within the broader tourism, hospitality and events industry</td>
<td>CLO1, CLO2</td>
</tr>
<tr>
<td>b) Critically evaluate how changing consumer behavioural trends are impacting customer service</td>
<td>CLO1, CLO2, CLO3</td>
</tr>
<tr>
<td>c) Explore the correlation between culture, customer experience and business experience</td>
<td>CLO1, CLO2</td>
</tr>
<tr>
<td>d) Analyse the impact of poor customer experiences</td>
<td>CLO1, CLO5, CLO6</td>
</tr>
<tr>
<td>e) Assess a range of strategies that hotels can take to improve their customers’ experience</td>
<td>CLO1, CLO2, CLO4, CLO6</td>
</tr>
<tr>
<td>f) Develop innovative and creative approaches to engage and meet the needs of the ever-changing customer market</td>
<td>CLO1, CLO3, CLO6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovative and sophisticated services and experiences in the context of international hotels.</td>
</tr>
</tbody>
</table>
CLO 2  Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.

CLO 3  Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.

CLO 4  Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

CLO 5  Be able to justify and interpret professional decisions to specialists and non-specialists audiences

CLO 6  Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

10 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Individual Report on the literature (2,000 words)</td>
<td>Week 6</td>
<td>40%</td>
<td>a, c, d, e</td>
</tr>
<tr>
<td>2.</td>
<td>Group Presentation (15 minutes)</td>
<td>Week 9</td>
<td>20%</td>
<td>a, b, c, d, e, f</td>
</tr>
<tr>
<td>3.</td>
<td>Group Project to enhance guest experience (5,000 words + infographics)</td>
<td>Week 10</td>
<td>40%</td>
<td>a, b, c, d, e, f</td>
</tr>
</tbody>
</table>

2.4 Prescribed texts
These are core texts that are fundamental to meeting subject outcomes. Students may choose to purchase a copy. A limited number of these texts will be available for loan from the campus library.

No prescribed text.

2.5 Suggested readings and resources
These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.

Books:


**Journals and magazines:**


**Online Resources:**
The Hotel Business Review is a weekly journal of best practices in hotel management and operations and is available at [http://www.hotelexecutive.com](http://www.hotelexecutive.com)
eHotelier [http://ehotelier.com](http://ehotelier.com) is a global portal for Hospitality Professionals providing the latest hospitality industry insights and news.

Other:
**Subject code and name**
MFB402 Managing Food and Beverage Operations

**SECTION 1 – GENERAL INFORMATION**

1.1 **Administrative details**

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Certificate in International Hotel Management</td>
<td>10 weeks</td>
<td>400</td>
</tr>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 **Core or elective subject**
- ☑ core subject (within associated awards)
- ☐ elective subject (within associated award/s, and in other approved awards)
- ☐ other (please specify below):

1.3 **Subject weighting**

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
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<tbody>
<tr>
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1.4 **Student workload**

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
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<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
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<tr>
<td>10 week duration</td>
<td>4</td>
<td>9</td>
<td>13</td>
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</table>

This subject includes on average 7 hours of facilitated applied training per week throughout the term.
1.5 Delivery mode
- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
- Mixed/blended

- Full-time
- Part-time
- Other (please specify)

1.6 Pre-requisites and co-requisites
- Yes
- No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements
- Yes
- No

If YES, provide details of specialist facilities and/or equipment below.

In Sydney, William Blue Dinning. In Melbourne, Hilton and Holiday Inn.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

This subject gives a comprehensive insight in the food and beverage industry. Students will gain an insight into the multifaceted nature of opening and managing a restaurant, bar, club or catering facility. The subject examines in detail the importance of product differentiation, staff management strategies and cost control. Additionally students will gain a detailed understanding of current and emerging trends as well as the technologies that are shaping the industry now and into the future.

2.2 Learning Outcomes

Subject Learning Outcomes | Mapping to Course Learning Outcomes
--- | ---
a) Undertake and reflect critically upon food and beverage management functions including concept, costing, strategy and marketing. | CLO1, CLO2, CLO3
b) Critically reflect upon the key skills and resources needed and applied in food and beverage operations | CLO1, CLO4, CLO5, CLO6
c) Evaluate the changing nature of environmental, social, technological and legal trends, influencing hotel and food and beverage operations | CLO2, CLO3
d) Critically reflect upon the tangible and intangible nature of food and beverage operations. | CLO1, CLO3, CLO4, CLO6

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<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
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2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

10 week duration

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<tr>
<td>1.</td>
<td>Business Report</td>
<td>Week 8</td>
<td>35%</td>
<td>a, b, c, d</td>
</tr>
<tr>
<td></td>
<td>4,000 words</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Presentation</td>
<td>Week 10</td>
<td>15%</td>
<td>a, b, c, d</td>
</tr>
<tr>
<td>3.</td>
<td>Applied Training</td>
<td>Intensive mode during term</td>
<td>50%</td>
<td></td>
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2.4 Prescribed texts

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2.5 Suggested readings and resources

These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.

Books:


Journals and magazines:

- British Food Journal
- Career Development International
- McKinsey Quarterly
- Journal of Social Marketing
- International Journal of Business Management
- International Journal of Contemporary Hospitality Management
- Food, Culture and Society: An International Journal of Multidisciplinary Research
- Harvard Business Review
- International Journal of Wine Business Research
- Management Decision
- Journal of Organisational Change Management
- International Journal of Operations & Production Management
- Journal of Managerial Psychology
- Journal of Enterprise Information Management

Online Resources:


Lock Out Laws: https://www.youtube.com/watch?v=m1kDeQXhonE

A Sustainable Restaurant From the Inside Out: https://www.youtube.com/watch?v=G5HqfG4XWvc
SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

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1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
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1.3 Subject weighting

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<td>4</td>
<td>9</td>
<td>13</td>
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This subject includes on average 7 hours of facilitated applied training per week throughout the term.
1.5 Delivery mode
☑ Face to face on site
☐ E-learning
☐ Intensive (e.g. residential, or summer school, weekend workshop - details below)

☐ Work-integrated learning activity
☐ Mixed/blended

☑ Full-time
☐ Part-time
☐ Other (please specify)

1.6 Pre-requisites and co-requisites
☐ Yes ☐ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements
☑ Yes ☐ No

If YES, provide details of specialist facilities and/or equipment below.

Applied training facilities i.e. Front Office and Housekeeping
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Rooms Division management is a key contributor to any lodging and hotel business. Therefore a thorough understanding of guests’ expectations and service delivery is of the utmost importance to ensuring business survival. This subject introduces the roles of the Front Office and Housekeeping departments as key components of the Rooms Division. It incorporates knowledge of budget control and productivity, Quality Assurance, Work Health & Safety, Security, Facility Management and Sustainability.

The subject engages the student in complaint handling skills, reservations and check-in/out procedures, as well as the diverse areas of Housekeeping, quality assurance and laundry processes. Students obtain a working knowledge of the Opera Property Management System.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Undertake and critically reflect upon the rooms division supervisory functions</td>
<td>CLO1, CLO3, CLO4, CLO5, CLO6</td>
</tr>
<tr>
<td>b) Assess a hotel business using management theories, concepts and business performance tools to measure, review and evaluate the essential issues in room division management</td>
<td>CLO1, CLO2, CLO3</td>
</tr>
<tr>
<td>c) Evaluate the principles of cost control and the necessary resources for rooms division</td>
<td>CLO3, CLO6</td>
</tr>
<tr>
<td>d) Critically reflect upon safety and security measures practiced in rooms division of hotels and external threats</td>
<td>CLO1, CLO3, CLO6</td>
</tr>
<tr>
<td>e) Assess the importance and application of technology in rooms division, specifically the operation of the Opera Management System</td>
<td>CLO1, CLO2, CLO3, CLO4, CLO6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
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<tbody>
<tr>
<td>CLO1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovative and sophisticated services and experiences in the context of international hotels.</td>
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CLO2  Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.

CLO3  Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.

CLO4  Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

CLO5  Be able to justify and interpret professional decisions to specialists and non-specialists audiences.

CLO6  Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

10 week duration

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<thead>
<tr>
<th>No.</th>
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<tbody>
<tr>
<td>1.</td>
<td>Group Presentation</td>
<td>Week 6</td>
<td>15%</td>
<td>a, b, d</td>
</tr>
<tr>
<td>2.</td>
<td>Individual Essay (3,000 words)</td>
<td>Week 10</td>
<td>35%</td>
<td>a, b, c, d, e</td>
</tr>
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<td>3.</td>
<td>Applied Training</td>
<td>Week 10</td>
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2.4 Prescribed texts
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No prescribed text

2.5 Suggested readings and resources
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Books:


Journals and magazines:

- The Cornell Hotel and Restaurant Administration Quarterly
- International Journal of Hospitality Management
- Journal of Service Management
- Executive Housekeeping Today
- Hotel and Accommodation Management

Online Resources:

Accom management guide: http://www.accomnews.com.au
Hospitality Trends (HTrends) and Hotel Technology: support@hotelresource.com
Ehotelier: news@ehotelier.com
The Executive Housekeeper: http://www.adbourne.com/exec-housekeeper-latest.html
Subject code and name
SDM404 Service Design and Management

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
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<tr>
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<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Certificate in International Hotel Management</td>
<td>6 months</td>
<td>Postgraduate</td>
</tr>
<tr>
<td>Master of International Hotel Management</td>
<td>2 years</td>
<td>Postgraduate</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- ☑ core subject (within associated awards)
- ☐ elective subject (within associated award/s, and in other approved awards)
- ☐ other (please specify below):

1.3 Subject weighting

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1.4 Student workload

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<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 week duration</td>
<td>4 hours (2 hour lecture and 2 hour tutorial)</td>
<td>8 hours personal study</td>
<td>12</td>
</tr>
</tbody>
</table>
1.5 Delivery mode
- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
- Mixed/blended

Subjects in the MIHM will follow a “Hybrid” or “Blended” course model, which incorporates traditional, face-to-face classroom instruction with online components that students participate in outside of regular class time.

Incorporated in each subject is one hour of personalised learning, allowing for thoughtful reflection and learning through online activities.

- Full-time
- Part-time
- Other (please specify)

1.6 Pre-requisites and co-requisites

- Yes  - No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

- Yes  - No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Through a comprehensive examination of the ‘art’ and ‘science’ of service, this subject aims to develop an understanding of the fundamental concepts and practical implications of providing exceptional service. Following an introductory overview of the role and nature of services, topics associated with the ‘art’ of service will be explored. Additionally the performance of service by frontline service providers will be examined along with contemporary strategies for managing service behaviour in interactive service encounters. Topics associated with the ‘science’ of service focus on management and measurement of key service functions and outcomes, including service quality and customer satisfaction, service failure and recovery, customer relationship management and managing capacity and demand in a highly competitive global environment. Collectively this subject develops a critical understanding of the interrelationship of service management with hotel functions such as operations management, services marketing, human resource management and facilities management.
2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Develop an understanding of the role and nature of service in the service economy</td>
<td>CLO1, CLO2</td>
</tr>
<tr>
<td>and the hotel industry</td>
<td></td>
</tr>
<tr>
<td>b) Examine key issues concerning the management and measurement of service quality and</td>
<td>CLO1, CLO3, CLO4</td>
</tr>
<tr>
<td>customer satisfaction</td>
<td></td>
</tr>
<tr>
<td>c) Critically explore the role of frontline service providers’ service behaviour with</td>
<td>CLO3, CLO4, CLO5</td>
</tr>
<tr>
<td>respect to service delivery, service failure and service recovery</td>
<td></td>
</tr>
<tr>
<td>d) Critically reflect upon key strategies used by hotels for managing service behaviour,</td>
<td>CLO6</td>
</tr>
<tr>
<td>including empowerment, training, branding and labour commodification</td>
<td></td>
</tr>
<tr>
<td>e) Assess strategies to address service organisation strategies such as managing supply</td>
<td>CLO3, CLO4</td>
</tr>
<tr>
<td>and demand and relationship management</td>
<td></td>
</tr>
<tr>
<td>f) Plan and execute a project as part of a team, employing effective teamwork strategies</td>
<td>CLO4</td>
</tr>
<tr>
<td>for the design and analysis of an innovative service organisation</td>
<td></td>
</tr>
</tbody>
</table>

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Individual report: Critically reflecting on the service management strategies of a</td>
<td>Week 5</td>
<td>40%</td>
<td>a, b, c</td>
</tr>
<tr>
<td></td>
<td>Sydney CBD hotel (2000 words)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Team Project and Report: (4,000 words)</td>
<td>Week 10</td>
<td>60%</td>
<td>a, b, c, d, e, f</td>
</tr>
</tbody>
</table>
2.4  Indicative learning resources

Texts:

Prescribed:  No prescribed text

Recommended:


Journals and magazines:
- International Journal of Contemporary Hospitality Management
- International Journal of Service Industry Management
- Journal of Marketing
- Journal of Services Marketing
- Journal of Service Research
- Facilities Design & Management
- Hospitality Design

Online Resources:
The Hotel Business Review is a weekly journal of best practices in hotel management and operations and is available at [http://www.hotelexecutive.com](http://www.hotelexecutive.com)

eHotelier [http://ehotelier.com](http://ehotelier.com) is a global portal for Hospitality Professionals providing the latest hospitality industry insights and news.
SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- [x] core subject (within associated awards)
- □ elective subject (within associated award/s, and in other approved awards)
- □ other (please specify below):

1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 credit points</td>
<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 week duration</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- [x] Face to face on site
- □ E-learning
- □ Intensive (e.g. residential, or summer school, weekend workshop - details below)
- □ Work-integrated learning activity
1.6 Pre-requisites and co-requisites
☐ Yes  ❌ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements
☐ Yes  ❌ No

If YES, provide details of specialist facilities and/or equipment below.

SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor
The hospitality industry operates in a competitive global marketplace where an ability to think strategically and weave together traditional marketing practices and new technologies across a mixed marketing spectrum is essential to compete and thrive. In order to survive and prosper hospitality organisations need to develop a more convenient, informed, valuable and sustainable relationship with their customers. This subject will introduce contemporary aspects of hospitality marketing, which are distinct in their application to the hospitality products and services. It will explore the techniques and concepts that practicing marketers use to develop effective marketing campaigns by applying a variety of theoretical assumptions based on practical examples that underpin the insights that marketers will need to understand and apply to develop successful marketing campaigns.
## 2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Identify and understand the critical elements in the planning and execution of an applied marketing research based project to investigate and solve marketing problems</td>
<td>CLO1, CLO2, CLO3</td>
</tr>
<tr>
<td>b) Exhibit a contemporary understanding of existing and emerging marketing methodologies including those relating to branding, advertising and promotion, digital media, consumer behaviour, relationship marketing and strategy development</td>
<td>CLO1, CLO2</td>
</tr>
<tr>
<td>c) Exhibit an understanding of the global environment and dynamic marketing trends</td>
<td>CLO1, CLO2</td>
</tr>
<tr>
<td>d) Participate in team decision making and planning to determine and plan effective marketing strategies within specific environments and resources</td>
<td>CLO3, CLO4</td>
</tr>
<tr>
<td>e) Produce persuasion based marketing programs using all elements of the marketing mix across multi media and design interactive communication subjects</td>
<td>CLO2, CLO3, CLO4</td>
</tr>
<tr>
<td>f) Develop a set of criteria to continuously monitor marketing opportunities, to measure marketing success and to determine strategic adjustments in accordance with organisational objectives</td>
<td>CLO2, CLO3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovative and sophisticated services and experiences in the context of international hotels.</td>
</tr>
<tr>
<td>CLO 2</td>
<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
</tr>
<tr>
<td>CLO 3</td>
<td>Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.</td>
</tr>
</tbody>
</table>
CLO 4  
Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

CLO 5  
Be able to justify and interpret professional decisions to specialists and non-specialists audiences.

CLO 6  
Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

2.3  
**Assessment Tasks**  
Students must attempt all assessments to qualify to pass the subject

**10 week duration**

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
</table>
| 1.  | Individual Report  
Market Research  
(2,500 words) | Week 5         | 30%        | a, b, c, e, f                |
| 2.  | Group Report - Marketing Plan:  
a. Weekly in-class activities (for 5 weeks; individual; 2% each)  
b. Written plan (4,500 words) | Weeks 5-9  
Week 11 | 10%  
40% | a, b, c, d, e, f |
| 3.  | Group Presentation | Week 10 | 20% | a, b, c, d, e, f |

2.4  
**Prescribed texts**  
These are core texts that are fundamental to meeting subject outcomes. Students may choose to purchase a copy. A limited number of these texts will be available for loan from the campus library.


2.5  
**Suggested readings and resources**  
These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.

**Books:**


**Journals and magazines:**
- International Journal of Contemporary Hospitality Management
- Journal of Hospitality & Tourism Management
- Cornell Hospitality Quarterly
- Journal of Hospitality Marketing & Management,
- International Journal of Hospitality Management,
- Journal of Social Marketing
- Journal of Enterprise Information Management

**Online Resources:**
The Hotel Business Review is a weekly journal of best practices in hotel management and operations and is available at www.hotelexecutive.com. HotelExecutive.com retains the copyright to the articles published in the Hotel Business Review

Hotel Marketing must reads: www.hotelmarketing.com/
**Subject code and name**

LGH602 Leadership for Global Hospitality

### SECTION 1 – GENERAL INFORMATION

#### 1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>2 years</td>
<td>Postgraduate</td>
</tr>
</tbody>
</table>

#### 1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

#### 1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
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</thead>
<tbody>
<tr>
<td>10 credit points</td>
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</table>

#### 1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
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<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 week duration</td>
<td>4 hours (2 hour lecture and 2 hour tutorial)</td>
<td>8 hours personal study</td>
<td>12</td>
</tr>
</tbody>
</table>

#### 1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
Subjects in the MIHM will follow a "Hybrid" or "Blended" course model, which incorporates traditional, face-to-face classroom instruction with online components that students participate in outside of regular class time.

Incorporated in each subject is one hour of personalised learning, allowing for thoughtful reflection and learning through online activities.

- Full-time
- Part-time
- Other (please specify)

1.6 Pre-requisites and co-requisites
- Yes  ☒ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements
- Yes  ☒ No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Creating and delivering engagement and value for stakeholders is a key challenge in the hospitality industry. This subject will examine core theories of global leadership and how they potentially impact on the effectiveness of a Department Head, GM or other senior hotel executive. The subject will explore how hotels are placing more emphasis on ‘people, learning and culture’ that contribute towards competitive advantage rather than traditional HR practices.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Provide a comprehensive explanation of the role of leadership</td>
<td>CLO6</td>
</tr>
<tr>
<td>b) Critically analyse using relevant theories and research, current and future issues in the leadership of hospitality enterprises</td>
<td>CLO2</td>
</tr>
<tr>
<td>c) Understand the decision making process and the impact upon the organisation’s and leaders performance</td>
<td>CLO3</td>
</tr>
<tr>
<td>d) Explain the relationship of effective leadership, ethics and the high performing organisations</td>
<td>CLO6</td>
</tr>
<tr>
<td>e) Develop a personal leadership plan and implementation strategy</td>
<td>CLO6</td>
</tr>
</tbody>
</table>

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Learning Portfolio (5,000 words)</td>
<td>Week 10</td>
<td>100%</td>
<td>a, b, c, d, e</td>
</tr>
</tbody>
</table>
2.4 Indicative learning resources

Texts:

**Prescribed:**

**Recommended:**

**Journals and magazines:**
- Cornell Hospitality Quarterly
- Harvard Business Review
- International Journal of Hospitality Management.
- Journal of Management Studies
Online Resources:
The Hotel Business Review is a weekly journal of best practices in hotel management and operations and is available at http://www.hotelexecutive.com

eHotelier http://ehotelier.com is a global portal for Hospitality Professionals providing the latest hospitality industry insights and news.

SECTION 1 – GENERAL INFORMATION

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</tbody>
</table>

1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

<table>
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1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

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<tr>
<th>Duration</th>
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<td>4 hours (2 hour lecture and 2 hour tutorial)</td>
<td>8 hours personal study</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
Subjects in the MIHM will follow a “Hybrid” or “Blended” course model, which incorporates traditional, face-to-face classroom instruction with online components that students participate in outside of regular class time.

Incorporated in each subject is one hour of personalised learning, allowing for thoughtful reflection and learning through online activities.

- Full-time
- Part-time
- Other (please specify)

1.6 Pre-requisites and co-requisites

☐ Yes  ☒ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

☐ Yes  ☒ No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor
Hotel Managers must provide leadership in creating a culture that focuses on optimizing the totality of hotel revenue throughout in order to maximize profitability. Hotel Managers must also be able to interpret financial reports to enhance their capacity to make quality decisions in a timely way in a dynamic environment that is strongly influenced by the perishable nature of its products and services. This subject allows students to develop the knowledge and skills necessary for effective revenue management and financial reporting.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Generate, analyse and critically evaluate financial information for improved business decision-making</td>
<td>CLO2</td>
</tr>
<tr>
<td>b) Compose recommendations to achieve revenue management targets</td>
<td>CLO6</td>
</tr>
<tr>
<td>c) Critically evaluate the operational requirements of the various components of revenue management</td>
<td>CLO3</td>
</tr>
<tr>
<td>d) Manage a hotel in a simulated online environment through effective financial and revenue management</td>
<td>CLO2, CLO3</td>
</tr>
</tbody>
</table>

2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

12 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Learning Portfolio inclusive of revenue simulation</td>
<td>Week 9</td>
<td>60%</td>
<td>a, b, c</td>
</tr>
<tr>
<td>2.</td>
<td>Exam</td>
<td>Week 11</td>
<td>40%</td>
<td>a, b, c, d</td>
</tr>
</tbody>
</table>

2.4 Indicative learning resources

Prescribed:
Book of readings

Recommended:


**Journals and magazines:**
- Cornel Hotel and Restaurant Quarterly
- Global Finance Journal
- Harvard Business Review
- International Business Review
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management
- Journal of World Business
- Sloan Management Review

**Online Resources:**
Australian Accounting Standards Board

CPA Australia

Institute of Chartered Accountants in Australia

Institute of Chartered Accountants in England and Wales

Tourism Australia
[www.tourism.australia.com](http://www.tourism.australia.com)

Revenue Management Society

Journal of Revenue and Pricing Management
**Subject code and name**

EHL604 Entrepreneurship for Hospitality Leaders

**SECTION 1 – GENERAL INFORMATION**

1.1 **Administrative details**

<table>
<thead>
<tr>
<th>Associated award/s</th>
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<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 **Core or elective subject**

- ☑ core subject (within associated awards)
- ☐ elective subject (within associated award/s, and in other approved awards)
- ☐ other (please specify below):

1.3 **Subject weighting**

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<th>Subject credit points</th>
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<tbody>
<tr>
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<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 **Student workload**

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>10 week duration</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 **Delivery mode**

- ☑ Face to face on site
- ☐ E-learning
- ☐ Intensive (e.g. residential, or summer school, weekend workshop - details below)

☐ Work-integrated learning activity
☐ Mixed/blended
1.6 Pre-requisites and co-requisites

☐ Yes ☒ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

☐ Yes ☒ No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Visionary attitudes can transform existing organisations through commercialising new ideas. This subject examines the fundamentals of entrepreneurship, intrapreneurship, innovation and creativity as they apply to hotels and hospitality organisations competing in an internet-enabled world. The subject will also address commercialising a new business, product or service concept from inception to market, with a focus on leveraging evolving distribution channels and disruptive technology.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Differentiate the dominant traits and characteristics of an entrepreneur, and have self-awareness of personal traits and characteristics</td>
<td>CLO5</td>
</tr>
<tr>
<td>b) Interpret the concept of entrepreneurship, particularly within a hotel environment</td>
<td>CLO1</td>
</tr>
<tr>
<td>c) Research and summarise the impact that social media, the sharing economy and technology broadly has on new product/service adoption and distribution in the hospitality sector, and the opportunities these present</td>
<td>CLO2, CLO6</td>
</tr>
<tr>
<td>d) Identify and articulate the components of a business plan for a new product or service</td>
<td>CLO3, CLO4, CLO5</td>
</tr>
<tr>
<td>e) Evaluate and apply the change management and project management concepts that underpin successful implementation of a new product/service innovation</td>
<td>CLO5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovative and sophisticated services and experiences in the context of international hotels.</td>
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<tr>
<td>CLO 2</td>
<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
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</table>
CLO 3
Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.

CLO 4
Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

CLO 5
Be able to justify and interpret professional decisions to specialists and non-specialists audiences.

CLO 6
Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

10 week duration

<table>
<thead>
<tr>
<th>No.</th>
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<tbody>
<tr>
<td>1.</td>
<td>Individual Report&lt;br&gt;Investigate the impact, role and future trends of disruptive technology on the Australian hotel and hospitality industry (1,500 words +/- 10%)</td>
<td>Week 4</td>
<td>30%</td>
<td>b, c</td>
</tr>
<tr>
<td>2.</td>
<td>Presentation (Group)&lt;br&gt;Creation of (Lean Canvas) business pitch of a new product/service (30 minutes)</td>
<td>Week 7</td>
<td>30%</td>
<td>a, b, c, d, e</td>
</tr>
<tr>
<td>3.</td>
<td>Business Plan (Group)&lt;br&gt;(2,000 words +/- 10%)</td>
<td>Week 10</td>
<td>40%</td>
<td>a, b, c, d, e</td>
</tr>
</tbody>
</table>

2.4 Prescribed texts
These are core texts that are fundamental to meeting subject outcomes. Students may choose to purchase a copy. A limited number of these texts will be available for loan from the campus library.


2.5 Suggested readings and resources
These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.
Books:


Journals and magazines:
- Australian Financial Review
- Harvard Business Review
- International Business Review
- Journal of International Business Studies
- Journal of International Management
- Journal of World Business
- Management International

Online Resources:
- insights.ehotelier.com
- insights.ehotelier.com/global-news/
SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

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1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

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<tbody>
<tr>
<td>40 credit points</td>
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</tbody>
</table>

1.4 Student workload – Internal Unit INP605a

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 week duration</td>
<td>1 hour (contact) (average)</td>
<td>3 hours</td>
<td>4 hours</td>
</tr>
</tbody>
</table>

Student workload – Industry Placement

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 week duration</td>
<td>25 hours (in industry) (average)</td>
<td>.5 hour</td>
<td>25.5 hours</td>
</tr>
</tbody>
</table>

A minimum of 600 hours over 24 weeks (2 terms) of the industry placement
1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)

- Work-integrated learning activity
- Mixed/blended

Subjects in the MIHM will follow a “Hybrid” or “Blended” course model, which incorporates traditional, face-to-face classroom instruction with online components that students participate in outside of regular class time.

Incorporated in each subject is one hour of personalised learning, allowing for thoughtful reflection and learning through online activities.

- Full-time
- Part-time
- Other (please specify)

1.6 Pre-requisites and co-requisites

- Yes  - No

If YES, provide details of the pre-requisite or co-requisite requirements below.

MFB402 Managing Food and Beverage Operations
MRD403 Management of Rooms Division

1.7 Specialist facilities and/or equipment requirements

- Yes  - No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Industry placement is a key component of the Masters program, designed to give students real world experiences in their pursuit of practical operational and leadership skills. During their external practicum from the School within a hotel organisation, students will be able to link their studies to the workplace environment, optimise their career pathway and meet industry expectations.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Demonstrate understanding of international hotel industry requirements for employment and selection</td>
<td>CLO1</td>
</tr>
<tr>
<td>b) Evaluate and implement strategies for personal and professional action planning</td>
<td>CLO6</td>
</tr>
<tr>
<td>c) Assess and compare employability trends in an international hotel context</td>
<td>CLO2, CLO3</td>
</tr>
<tr>
<td>d) Identify and illustrate key performance competencies in an international hotel context</td>
<td>CLO6</td>
</tr>
<tr>
<td>e) Critically evaluate the operations of a international hotel from a management perspective</td>
<td>CLO2</td>
</tr>
<tr>
<td>f) Establish a professional network for career development and advancement</td>
<td>CLO4</td>
</tr>
<tr>
<td>g) Analyse the value of interrelationships between various internal and external stakeholders to achieve strategic business objectives</td>
<td>CLO5</td>
</tr>
</tbody>
</table>
2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

Weeks 1 - 12

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Written Assessment Part A Report (2,500 words)</td>
<td>First Term Week 8</td>
<td>25%</td>
<td>a, b, c</td>
</tr>
<tr>
<td>2</td>
<td>Proof of Hours Documentation Minimum of 240 hours</td>
<td>First Term Week 10</td>
<td>15%</td>
<td>d, e</td>
</tr>
</tbody>
</table>

Weeks 13 - 24

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Written Assessment Part B Report (2,500 words)</td>
<td>Second Term Week 10</td>
<td>25%</td>
<td>f, g</td>
</tr>
<tr>
<td>2</td>
<td>Proof of Hours Documentation Minimum of 600 additional hours</td>
<td>Term after Completion Week 2</td>
<td>35%</td>
<td>d, e</td>
</tr>
</tbody>
</table>

2.4 Indicative learning resources

Texts:

Prescribed: No prescribed text

Recommended:


Journals and magazines:
Online Resources: Careers Connect

Careers Connect, connecting future hospitality professionals with today's Industry Leaders. Here we bring together Industry's top talent into a single network where ambitious Blue Mountains students can explore and apply for Industry Placement and Job Opportunities, RSVP for Career Events, research employers and upload resumes & applications. This Career Management System is where you will find all of your communication and resources to assist you in securing your industry placement and preparing you for your future as a hospitality professional.

https://bluemountains-csm.symplicity.com/students
Subject code and name
BRH606 Business Research for Hoteliers

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 credit points</td>
<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 week duration</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
- Mixed/blended
1.6 Pre-requisites and co-requisites

☐ Yes  ☒ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

☐ Yes  ☒ No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

An essential component of decision-making in business is research. Business Research Methods familiarises students with the advanced skills and knowledge required for completing research projects at the post-graduate level and for making high quality business decisions. Specific attention is given to the process of planning, data collection techniques, analysis, interpretation and presentation of research. The combination of BRH606 and IAP607, enables students to develop a comprehensive understanding as to how research concepts relate to and supports the successful completion of the IAP607 project. Students will develop a research proposal in BRH606 that will provide the framework for their IAP607 project.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Analyse the various approaches to business and social research, and the difference between primary and secondary research</td>
<td>CLO3</td>
</tr>
<tr>
<td>b) Critically review extant knowledge in a disciplinary area for the identification of researchable problems</td>
<td>CLO2, CLO3</td>
</tr>
<tr>
<td>c) Understand and justify the use of quantitative and qualitative data collection and analysis</td>
<td>CLO3</td>
</tr>
<tr>
<td>d) Investigate a range of data collection methods and tools</td>
<td>CLO3</td>
</tr>
<tr>
<td>e) Conceptually map the research process, developing a defensible framework for proposed research</td>
<td>CLO3</td>
</tr>
<tr>
<td>f) Evaluate the ways management research may be written and disseminated</td>
<td>CLO3, CLO4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovative and sophisticated services and experiences in the context of international hotels.</td>
</tr>
<tr>
<td>CLO 2</td>
<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
</tr>
</tbody>
</table>
CLO 3  Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.

CLO 4  Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

CLO 5  Be able to justify and interpret professional decisions to specialists and non-specialists audiences.

CLO 6  Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

2.3  Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

10 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Defence of Research Project and Literature Review Group (10-minute Presentation + slide deck)</td>
<td>Week 6</td>
<td>30%</td>
<td>a, b, f</td>
</tr>
<tr>
<td>2.</td>
<td>Research Proposal Group (3,000 word Report)</td>
<td>Week 10</td>
<td>70%</td>
<td>a, b, c, d, e, f</td>
</tr>
</tbody>
</table>

*Students must pass this assessment to pass the subject.

2.4  Prescribed texts
These are core texts that are fundamental to meeting subject outcomes. Students may choose to purchase a copy. A limited number of these texts will be available for loan from the campus library.

No prescribed text

2.5  Suggested readings and resources
These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.

Books:


**Journals and magazines:**
- Annals of Tourism Research
- Cornell Hospitality Quarterly
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management

**Journals of Sustainable Tourism:**
- Journal of Tourism and Hospitality Research
- Journal of Travel Research
- The Cornell Hotel and Restaurant Administration Quarterly
- Tourism and Hospitality Research
- Tourism Review

**Online Resources:**
Action research made simple: https://www.youtube.com/watch?v=Qg83f72_6Gw
Methodspace: Connecting the Research Community, Sage: http://www.methodspace.com
The Research Methods knowledge Base: http://www.sociale mp methods.net
Stat Trek, Teach Yourself Statistics: http://stattrek.com
Subject code and name
IAP607 Independent Critical Analysis Project

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 credit points</td>
<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 week duration</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
Mixed/blended

Full-time
Part-time
Other (please specify)

1.6 Pre-requisites and co-requisites

Yes ☐ No ☒

If Yes, provide details of the pre-requisite or co-requisite requirements below.

BRH606 Business Research for Hoteliers

1.7 Specialist facilities and/or equipment requirements

Yes ☐ No ☒

If Yes, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

In this capstone subject, students have the opportunity to demonstrate the core attributes of written communication, information literacy, synthesis of complex information, and logical and critical thinking. This is achieved by completing a substantive hotel consultancy project based on experiential learning and the analysis of an actual business situation and/or contemporary topic that has significance to industry.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Critically reflect upon and apply disciplinary methods and approaches in the design of the hotel analysis</td>
<td>CLO2, CLO3</td>
</tr>
<tr>
<td>b) Critically review the literature as it applies to the hotel analysis</td>
<td>CLO1, CLO2, CLO3</td>
</tr>
<tr>
<td>c) Collect and synthesise data using appropriate consultancy tools</td>
<td>CLO1, CLO3, CLO4</td>
</tr>
<tr>
<td>d) Critically reflect upon and interpret information to reach meaningful conclusions and make recommendations</td>
<td>CLO1, CLO3, CLO4</td>
</tr>
<tr>
<td>e) Communicate the hotel analysis in appropriate academic language and structure</td>
<td>CLO4, CLO5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovative and sophisticated services and experiences in the context of international hotels.</td>
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<tr>
<td>CLO 2</td>
<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
</tr>
<tr>
<td>CLO 3</td>
<td>Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.</td>
</tr>
<tr>
<td>CLO 4</td>
<td>Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.</td>
</tr>
</tbody>
</table>
2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

10 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Action plan – Group Presentation</td>
<td>Week 4</td>
<td>20%</td>
<td>a, b</td>
</tr>
<tr>
<td>2.</td>
<td>3,000 word Consultancy Report (Group)</td>
<td>Week 10</td>
<td>40%</td>
<td>a, b, c, d, e</td>
</tr>
<tr>
<td>3.</td>
<td>Poster presentation and defence (Group)</td>
<td>Week 10</td>
<td>40%</td>
<td>a, b, c, d, e</td>
</tr>
</tbody>
</table>

2.4 Prescribed texts
These are core texts that are fundamental to meeting subject outcomes. Students may choose to purchase a copy. A limited number of these texts will be available for loan from the campus library.

No prescribed text

2.5 Suggested readings and resources
These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.


Journals and magazines:
- Annals of Tourism Research
- Cornell Hospitality Quarterly
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management

Journal of Sustainable Tourism:
- Journal of Tourism and Hospitality Research
- Journal of Travel Research
- The Cornell Hotel and Restaurant Administration Quarterly
- Tourism and Hospitality Research
- Tourism Review

Online Resources:
Action research made simple: [https://www.youtube.com/watch?v=Qg83f72_6Gw](https://www.youtube.com/watch?v=Qg83f72_6Gw)
Methodspace: Connecting the Research Community, Sage: [http://www.methodspace.com](http://www.methodspace.com)
The Research Methods knowledge Base: [http://www.socialresearchmethods.net](http://www.socialresearchmethods.net)
Stat Trek, Teach Yourself Statistics: [http://stattrek.com](http://stattrek.com)
SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>2 years</td>
<td>Postgraduate</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 credit points</td>
<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 week duration</td>
<td>4 hours (2 hour lecture and 2 hour tutorial)</td>
<td>8 hours personal study</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
Mixed/blended

Subjects in the MIHM will follow a “Hybrid” or “Blended” course model, which incorporates traditional, face-to-face classroom instruction with online components that students participate in outside of regular class time.

Incorporated in each subject is one hour of personalised learning, allowing for thoughtful reflection and learning through online activities.

1.6 Pre-requisites and co-requisites

☐ Yes  ✗ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

✗ Yes  ☐ No

If YES, provide details of specialist facilities and/or equipment below.

BMIHMS uses computer based simulations as part of it’s experiential teaching and learning strategies, enhancing and benefiting the student learning experience. Students (in groups) are required to operate a hotel and make a number of strategic decisions that impact the overall operation, performance and profitability of the hotel. This simulation is operated through the ‘Hotel Online Training Simulation’ (HOTS) program.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Strategy is a broad formula for how a business is going to compete, what its goals should be, and what policies are needed to deliver those goals. Utilising an online simulation, Strategic Hotel Management introduces students to a set of contemporary strategy concepts, theories and practices to help them think and act critically and creatively to manage a competitive and sustainable hotel and solve the business problems they will encounter as leaders now and into the future.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Understand and apply analytical tools for strategy formulation appropriate to a hotel</td>
<td>CLO2, CLO3</td>
</tr>
<tr>
<td>b) Prepare, apply and monitor a strategic business plan for a hotel</td>
<td>CLO3</td>
</tr>
<tr>
<td>c) Generate, implement and justify business and marketing strategies suitable for new or continuing hotels</td>
<td>CLO5</td>
</tr>
<tr>
<td>d) Evaluate and justify resources, capabilities, competencies and competitive advantage for new or continuing hotels</td>
<td>CLO5</td>
</tr>
<tr>
<td>e) Analyse the managerial tasks associated with developing and executing organisational strategies</td>
<td>CLO6</td>
</tr>
<tr>
<td>f) Work effectively in teams and participate in strategic management decision-making concerning the operations of a hotel</td>
<td>CLO3, CLO4</td>
</tr>
</tbody>
</table>

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Individual Report (Strategic Briefing Paper 1,500 words)</td>
<td>Week 6</td>
<td>40%</td>
<td>a, b, c, d, e</td>
</tr>
</tbody>
</table>
2.4 Indicative learning resources

Texts:

**Prescribed:**


**Recommended:**


**Journals and magazines:**

- Competitiveness Review (incorporating Journal of Global Competitiveness)
- Global Business and Organizational Excellence
- Global Networks
- International Business Review
- Cornell Hospitality Quarterly
- Harvard Business Review
- International Journal of Hospitality Management.
- Journal of World Business

**Online Resources:**
Subject code and name
BEG609 Business Events in a Global Context

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>10 weeks</td>
<td>600</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

<table>
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<tr>
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</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
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<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 week duration</td>
<td>3</td>
<td>9</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)

- Work-integrated learning activity
- Mixed/blended
1.6 **Pre-requisites and co-requisites**

☐ Yes  ☒ No

*If YES, provide details of the pre-requisite or co-requisite requirements below.*

1.7 **Specialist facilities and/or equipment requirements**

☐ Yes  ☒ No

*If YES, provide details of specialist facilities and/or equipment below.*
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Business events contribute to the community and industry through shared social and economic contexts, in which people meet to share ideas, sell products, advance knowledge, network and build relationships. Business Events in a Global Context aims to develop students’ knowledge, skills and abilities to astutely examine the global economic, social, political and environmental influences impacting stakeholders and affiliated MICE associations.

A key focus of this subject is providing an overview of the environment of meetings, conventions and expositions integrate with the hospitality and tourism industry. Students are guided through the complexities associated with planning, managing and staging a variety of business events.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Critically reflect upon the impact of MICE on local, national and international economies and how they integrate with the hospitality industry</td>
<td>CLO4, CLO6</td>
</tr>
<tr>
<td>b) Evaluate the role of key business event bodies and associations from local, national and international perspectives</td>
<td>CLO4</td>
</tr>
<tr>
<td>c) Illustrate the various management systems, procedures and design involved in planning and operations for MICE</td>
<td>CLO1, CLO2, CLO3</td>
</tr>
<tr>
<td>d) Appraise the broad and specific skills needed to become an effective professional in the organization and staging of MICE</td>
<td>CLO3, CLO5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovation and sophisticated services and experiences in the context of international hotels.</td>
</tr>
<tr>
<td>CLO 2</td>
<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical information and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
</tr>
</tbody>
</table>
CLO 3  Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.

CLO 4  Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

CLO 5  Be able to justify and interpret professional decisions to specialists and non-specialists’ audiences.

CLO 6  Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

2.3 **Assessment Tasks**

Students must attempt all assessments to qualify to pass the subject

<table>
<thead>
<tr>
<th>No.</th>
<th>Type and Description</th>
<th>Assessment due</th>
<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Case study (Individual) (2,000 words)</td>
<td>Week 6</td>
<td>40%</td>
<td>a, b</td>
</tr>
<tr>
<td>2.</td>
<td>Business Proposal (Group) (2,000 words + infographics)</td>
<td>Week 9</td>
<td>40%</td>
<td>c, d</td>
</tr>
<tr>
<td>3.</td>
<td>Presentation and Pitch (Group but individually graded)</td>
<td>Week 10</td>
<td>20%</td>
<td>c, d</td>
</tr>
</tbody>
</table>

2.4 **Prescribed texts**

These are core texts that are fundamental to meeting subject outcomes. Students may choose to purchase a copy. A limited number of these texts will be available for loan from the campus library.

No prescribed text

2.5 **Suggested readings and resources**

These are supplementary readings and resources that support subject knowledge. These may be available from the campus library.

**Books:**


Journals and magazines:
- International Journal of Event Management Research
- International Journal of Hospitality Management
- Journal of Convention and Event Tourism

Industry Journals:
- CIM
- MiceNet
- SPICE
- Meetings and Conventions (M&C)
- Convention and Incentive Marketing Magazine

Online Resources:
International Association of Event Conference Centres (IACC)
[www.iacconline.org](http://www.iacconline.org)

International Association of Congress Centres (AIPC)
[http://www.aipc.org](http://www.aipc.org)

International Association of Venue Managers
[www.iavm.org](http://www.iavm.org)

International Congress and Convention Association
[www.iccaworld.com](http://www.iccaworld.com)

Exhibition and Events Association of Australia

Meeting and Events Australia (MEA)

Australian Special Events
SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

<table>
<thead>
<tr>
<th>Associated award/s</th>
<th>Duration</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of International Hotel Management</td>
<td>2 years</td>
<td>Postgraduate</td>
</tr>
</tbody>
</table>

1.2 Core or elective subject

- core subject (within associated awards)
- elective subject (within associated award/s, and in other approved awards)
- other (please specify below):

1.3 Subject weighting

<table>
<thead>
<tr>
<th>Subject credit points</th>
<th>Total course credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 credit points</td>
<td>160 credit points for the Master of International Hotel Management</td>
</tr>
</tbody>
</table>

1.4 Student workload

To successfully complete this subject, students must maintain a minimum average class attendance of 80% at all times as a unit requirement.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Facilitated study h/p/w</th>
<th>Personal study h/p/w</th>
<th>Total study h/p/w</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 week duration</td>
<td>4 hours (2 hour lecture and 2 hour tutorial)</td>
<td>8 hours personal study</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
Subjects in the MIHM will follow a “Hybrid” or “Blended” course model, which incorporates traditional, face-to-face classroom instruction with online components that students participate in outside of regular class time.

Incorporated in each subject is one hour of personalised learning, allowing for thoughtful reflection and learning through online activities.

1.6 Pre-requisites and co-requisites

☐ Yes   ☒ No

If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements

☐ Yes   ☒ No

If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

Environmental Sustainability involves making decisions and taking action in the interest of protecting the natural world with particular emphasis on building organisational capability, practices and processes. Students will be introduced to the impacts that hotels have on our natural environments and be encouraged to explore strategies hotels can develop to be more sustainable.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Make judgements on the nature of environmental, social and economic trends that impact on the management of an international hotel business</td>
<td>CLO3</td>
</tr>
<tr>
<td>b) Reflect critically on the environmental, social and financial factors required to develop business resilience in the hotel sector</td>
<td>CLO2</td>
</tr>
<tr>
<td>c) Critically analyse theories and concepts as they relate to sustainable development</td>
<td>CLO2</td>
</tr>
<tr>
<td>d) Evaluate the long and short term advantages and disadvantages of adopting sustainable development principles for hotels</td>
<td>CLO5</td>
</tr>
<tr>
<td>e) Reflect critically upon the knowledge, skills, and abilities needed by managers of resilient and sustainable hotel companies</td>
<td>CLO2, CLO6</td>
</tr>
<tr>
<td>f) Generate and justify strategies and plans necessary for a sustainable hotel development</td>
<td>CLO5</td>
</tr>
</tbody>
</table>

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration
<table>
<thead>
<tr>
<th>No.</th>
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<th>Weighting</th>
<th>Learning Outcomes(s) assessed</th>
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<tbody>
<tr>
<td>1.</td>
<td>Individual Report: Sustainable development Cases and Analysis 2,000 words</td>
<td>Week 6</td>
<td>40%</td>
<td>a, b, c.</td>
</tr>
<tr>
<td>2.</td>
<td>Group Project: Sustainable development plan for a new hotel 5,000 words</td>
<td>Week 10</td>
<td>40%</td>
<td>a, b, c, d, e, f</td>
</tr>
<tr>
<td>3.</td>
<td>Group Presentation of recommendations from the sustainable development plan 30 mins</td>
<td>Week 11</td>
<td>20%</td>
<td>a, b, c, d, e, f</td>
</tr>
</tbody>
</table>

### 2.4 Indicative learning resources

#### Texts:

**Prescribed:**

**Recommended:**


Cavagnaro, E. (2012). *The three levels of sustainability*. Sheffield, UK:

Greenleaf Publishing,


#### Journals and magazines:
- Business & Society
- Business & Society Review
- Ethical Investor
• Journal of Business Ethics
• Journal of Corporate Citizenship
• Cornell Hospitality Quarterly
• International Journal of Hospitality Management.
• Energy Journal
• Environmental Design and Construction
• Facilities
• Facilities Design & Management
• Hospitality Design
• Journal of Environmental Engineering
• Journal of Environmental Planning and Management
• Journal of Facilities Management
• Water and Environment International
• Water Engineering and Management

Online Resources:
The UN Millennium development goals: http://www.un.org/millenniumgoals/
WTTC, Tourism for Tomorrow: http://www.wttc.org/mission/tourism-for-tomorrow/
Subject code and name
HGT611 Hoteliers and Global Tourism

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

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<td>Master of International Hotel Management:</td>
<td>10 weeks</td>
<td>600</td>
</tr>
<tr>
<td>Master of Global Business Management</td>
<td></td>
<td></td>
</tr>
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1.2 Core or elective subject

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1.3 Subject weighting

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</tr>
</thead>
<tbody>
<tr>
<td>10 week duration</td>
<td>3</td>
<td>9</td>
<td>12</td>
</tr>
</tbody>
</table>

1.5 Delivery mode

- Face to face on site
- E-learning
- Intensive (e.g. residential, or summer school, weekend workshop - details below)
- Work-integrated learning activity
Mixed/blended

☑ Full-time
☐ Part-time
☐ Other (please specify)

1.6 Pre-requisites and co-requisites
☐ Yes  ☒ No
If YES, provide details of the pre-requisite or co-requisite requirements below.

1.7 Specialist facilities and/or equipment requirements
☐ Yes  ☒ No
If YES, provide details of specialist facilities and/or equipment below.
SECTION 2 – ACADEMIC DETAILS

2.1 Subject Descriptor

The aim of this subject is to critically examine the relationship between the hotel sector and the broader tourism industry which is one of the largest in the world. The subject builds on contemporary events and literature, with a particular focus on social, political, economic and environmental issues. Students will critically reflect on stakeholder involvement across sectors.

2.2 Learning Outcomes

<table>
<thead>
<tr>
<th>Subject Learning Outcomes</th>
<th>Mapping to Course Learning Outcomes</th>
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</thead>
<tbody>
<tr>
<td>a) Critique the broad process of tourism development as it relates to the hotel sector.</td>
<td>CLO1, CLO4</td>
</tr>
<tr>
<td>b) Synthesize the role of historical events in shaping the current tourism industry and predict likely push and pull factors impacting both the tourism system and the hotel sector.</td>
<td>CLO2, CLO3</td>
</tr>
<tr>
<td>c) Critically evaluate the diversity and innovation of tourism products in destinations.</td>
<td>CLO1, CLO5</td>
</tr>
<tr>
<td>d) Critically analyse social, economic, political and environmental issues specifically pertaining to tourism and associated development.</td>
<td>CLO2, CLO3</td>
</tr>
<tr>
<td>e) Critically evaluate the relationships between tourism, its stakeholders, and the natural environment in which it operates, and formulate strategies to support sustainable tourism development.</td>
<td>CLO3, CLO4, CLO6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Learning Outcome Code</th>
<th>Course Learning Outcome Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLO 1</td>
<td>Be able to apply advanced knowledge and skills to design and deliver innovation and sophisticated services and experiences in the context of international hotels.</td>
</tr>
<tr>
<td>CLO 2</td>
<td>Be able to demonstrate a critical, advanced, contemporary and integrated theoretical information and operational knowledge of international hotel management as an interdisciplinary field of research and practice.</td>
</tr>
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### CLO 3
Be able to apply cognitive, creative and reflective skills to collect, analyse and synthesise information to generate and implement new ideas for solving complex problems in an international hotel context.

### CLO 4
Be able to work together with diverse stakeholders to integrate complex knowledge and convey ideas effectively to achieve shared goals in ambiguous contexts related to international hotels.

### CLO 5
Be able to justify and interpret professional decisions to specialists and non-specialists’ audiences.

### CLO 6
Be able to critically reflect on their performance and the performance of others and demonstrate initiative and professional responsibility in dynamic international hotel settings.

#### 2.3 Assessment Tasks
Students must attempt all assessments to qualify to pass the subject

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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Destination Analysis Poster Presentation (Individual)</td>
<td>Week 5</td>
<td>30%</td>
<td>a,b,c,d</td>
</tr>
<tr>
<td>2</td>
<td>Panel Participation (Group; students must be physically present to be eligible for 50% of the total possible marks)</td>
<td>Weeks 7-8</td>
<td>35%</td>
<td>a,b,c,d,e</td>
</tr>
<tr>
<td>3</td>
<td>Peer Lecture (Group; students must be physically present to be eligible for 50% of the total possible marks)</td>
<td>Weeks 9-10</td>
<td>35%</td>
<td>a,b,c,d,e</td>
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#### 2.4 Prescribed texts
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Annals of Tourism Research
Cornell Hospitality Quarterly
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International Journal of Tourism Research
Journal of Hospitality & Tourism Management
Journal of Hospitality & Tourism Research
Journal of Sustainable Tourism
Journal of Travel Research
Tourism Management
Tourism Review
Online Resources:

CABI Leisure Tourism