

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
Global Human Resource Management	GHR611
Plus any subject from the GBM	
Any MBA Torrens Elective	

Subject code and name

HGE401 Hotels and the Guest Experience

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Graduate Certificate in International Hotel Management	6 months	Postgraduate
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	40 credit points for the Graduate Certificate in International Hotel Management 160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	3 hour workshop	1 hour workshop preparation 8 hours personal study	12

1.5 Delivery mode

- Face to face on site
- E-learning
- weekend workshop - details below)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

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

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Understand the concept and development of professionalism within the broader tourism, hospitality and events industry	CLO2, CLO6
b) Critically evaluate how changing consumer behavioural trends are impacting customer service	CLO1
c) Explore the correlation between culture, customer experience and business experience	CLO1
d) Analyse the impact of poor customer experiences	CLO1
e) Assess a range of strategies that hotels can take to improve their customers’ experience	CLO3, CLO4
f) Assess which type of engagement meets the needs of the digital, social and mobile customer	CLO4

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Individual Report on the literature (3,000 words)	Week 6	50%	a, c, d, e
2.	Group Project (Groups of 3) to enhance guest experience (6,000 words)	Week 10	50%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

Hudson, S. & Hudson, L. (2017). Customer Service for Hospitality and Tourism. Goodfellows Publishing, distributed by e-hotelier.

Recommended:

Ariffin, A.A.M. (2013). Generic dimensionality of hospitality in the hotel industry: A host- guest relationship perspective. *International Journal of Hospitality Management*, 35, 171-179.

Brun, A., & Castelli, C. (2013). The nature of luxury: a consumer perspective. *International Journal of Retail & Distribution Management*, 41 (11/12) ,832-847.

Crawford, A. (2013). Hospitality operators understanding of service: a qualitative approach. *International Journal of Contemporary Hospitality Management*, 25(1), 65-81.

Crick, A. P., & Spencer, A. (2011). Hospitality quality: new directions and new challenges. *International Journal of Contemporary Hospitality Management*, 23(4), 463-478.

Grigorian, V., Pernod, R., & Espinoza Petersen, F. (2014). Designing Luxury Experience. *ESMT: European School of Management and Technology*, 14(4)

Heackel, S.H., Carbone, L.P., & Berry, L.L. (2003). How to lead the customer experience to create a total brand experience: Firms must provide the right directions. *Marketing Management*, 121(1), 18-23.

Lashley, C. (2008). Studying hospitality: Insights from social sciences. *Scandinavian Journal of Hospitality and Tourism*, 8(1), 69-84.

Lusch, R.F., & Vargo, S.L. (2014). The service-dominant logic of marketing. United Kingdom: Routledge

Meyer, C., & Schwager, A. (2007). Understanding Customer experience. *Harvard Business Review*, 85 (2), 117-126.

Schmitt, B., & Zaratonello, L. (2013). Consumer experience and experiential marketing: A critical Review. *Review of Marketing Research*, 10, 25-61.

Walls, A., Wang, Y.R., & Joon-Wuk Kwun, D. (2011). Understanding the customer experience: An exploratory study of luxury hotels. *Journal of Hospitality Marketing & Management*, 20, 166-197.

Journals and magazines:

- Cornell Hotel and Restaurant Administrative Quarterly
- International Journal of Contemporary Hospitality Management
- Tourism Review
- Journal of Hospitality & Tourism Management

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.

Subject code and name

MFB402 Managing Food and Beverage Operations

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Graduate Certificate in International Hotel Management	6 months	Postgraduate
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	40 credit points for the Graduate Certificate in International Hotel Management 160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	3 hour workshop 9 applied learning hours (intensive mode)	1 hour workshop preparation 8 hours personal study	21

1.5 Delivery mode

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

This subject students also undertake a total of 90 hours of applied learning in a food and beverage environment; including attendance at a Responsible Service of Alcohol seminar.

- 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.

This subject has a large practical component delivered in a combination of workshops and ‘hands on’ classes undertaken within the practicum laboratories or simulated environment i.e. the on campus commercial kitchen and food and beverage outlets.

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.	CLO3, CLO5
b) Critically reflect upon the key skills and resources needed and applied in food and beverage operations	CLO4, CLO6
c) Evaluate the changing nature of environmental, social, technological and legal trends, influencing hotel and food and beverage operations	CLO1
d) Critically reflect upon the tangible and intangible nature of food and beverage operations.	CLO6

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Business Report 5,000 words	Week 5 & 10	60%	a, b, c, d
2.	Applied Learning	Intensive mode during term	40%	b

2.4 Indicative learning resources

Texts:

Prescribed:

Davis, B; Lockwood, A; Alcott, P & Pantelidis, I. (2018). *Food and Beverage Management* (6th ed.). Routledge.

Recommended:

Angela, B., Maureen, W., & Steven, B. (2003). The naked truth of celebrity endorsement. *British Food Journal*, 105(4), 288-296.

Beaujean, M., Davidson, J., & Madge, S. (2006). The 'moment of truth' in customer service. *McKinsey Quarterly*, February(1), 63-74.

Bernhardt, J. M., Mays, D., & Hall, A. K. (2012). Social marketing at the right place and right time with new media. *Journal of Social Marketing*, 2(2), 130-137.

Booi-Chen, T., & Peik-Foong, Y. (2012). What Drives Green Restaurant Patronage Intention? *International Journal of Business & Management*, 7(2), 215-223. doi: 10.5539/ijbm.v7n2p215

Hansen, S. (2008). ..Society of the Appetite Celebrity Chefs Deliver Consumers. *Food, Culture and Society: An International Journal of Multidisciplinary Research*, 11(1), 49-67. doi: 10.2752/155280108x276050

Henderson, J. C. (2011). Celebrity chefs: expanding empires. *British Food Journal*, 113(5), 613-624.

Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, J. W. E., & Schlesinger, L. A. (2008). Putting the service-profit chain to work. *Harvard Business Review*, 86(7/8), 118-129.

Lin, C., Tsai, H.-L., Wu, Y.-J., & Kiang, M. (2012). A fuzzy quantitative VRIO-based framework for evaluating organizational activities. *Management Decision*, 50(8), 1396-1411. doi: 10.1108/00251741211261999.

O'Gorman, K., D., & Gillespie, C. (2010). The mythological power of hospitality leaders?: A hermeneutical investigation of their reliance on storytelling. *International Journal of Contemporary Hospitality Management*, 22(5), 659-680.

Prajogo, D., I., McDermott, P., & Goh, M. (2008). Impact of value chain activities on quality and innovation. *International Journal of Operations & Production Management*, 28(7), 615-635.

Walters, D., & Rainbird, M. (2007). Cooperative innovation: a value chain approach. *Journal of Enterprise Information Management*, 20(5), 595-607.

Barney, J. B., & Mackey, T. B. (2005). *Testing Resource-Based Theory Research Methodology in Strategy and Management (Vol. 2)*: Emerald Group Publishing Limited.

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:**Virtual Field Trip**

https://bblearn.griffith.edu.au/bbcswwebdav/orgs/LEARN_FUTURE_RES_BANK/Reusable%20Learning%20Objects/Interactive/Study%20Area%20Specific/Business/Virtual%20Field%20Trip/index.html

Lock Out Laws

<https://www.youtube.com/watch?v=m1kDeQXhonE>

A Sustainable Restaurant From the Inside Out

<https://www.youtube.com/watch?v=G5HqfG4XWvc>

Subject code and name

MRD403 Management of Rooms Division

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Graduate Certificate in International Hotel Management	6 months	Postgraduate
Master of International Hotel Management	2 years	Postgraduate

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):

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1.3 Subject weighting

Subject credit points	Total course credit points
10 credit points	40 credit points for the Graduate Certificate in International Hotel Management 160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

1.5 Delivery mode

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

Additionally in this subject students will have a total of 90 hours of applied learning in a front office and housekeeping environment.

- 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.

This subject has a large practical component delivered in a combination of workshops and ‘hands on’ classes undertaken within the practicum laboratories or simulated front office and housekeeping areas.

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

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Undertake and critically reflect upon the rooms division supervisory functions	CLO6, CLO1, CLO4
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	CLO1, CLO2, CLO3
c) Evaluate the principles of cost control and the necessary resources for rooms division	CLO2, CLO1, CLO4, CLO5
d) Critically reflect upon safety and security measures practiced in rooms division of hotels, including risk assessment and external threats	CLO2, CLO3, CLO6
e) Assess the importance and application of technology in rooms division, specifically the operation of the Opera Management System	CLO1, CLO2, CLO4

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Reflective Portfolio (5,000 words)	Weeks 5-11	60%	a, b, c, d, e
2.	Applied Learning	Weeks 5-10	40%	a, b, d, e

2.4 Indicative learning resources

Texts:

Prescribed: No prescribed text

Recommended Reading:

Bardi, J. A. (2011). Hotel front office management (5th ed.). Hoboken, NJ: John Wiley & Sons.

Casado, M. (2011). Housekeeping management (2nd ed.). Hoboken, NJ: John Wiley & Sons.

Kasavana, M. L., Brooks, R. M. (2009). Managing front office operations with answer sheet (8th ed.). Lansing, MI: American Hotel & Lodging Educational Institute.

Sturman, M. C., Corgel, J. B., & Verma, R. (Eds). (2011). The Cornell School of Hotel Administration on Hospitality: cutting edge thinking and practice. Hoboken, NJ: John Wiley & Sons.

Vallen, G. K., & Vallen, J. J. (2013). Check-in, check-out (9th ed.). Boston, MA: Pearson Prentice Hall.

Journals and magazines:

- Cornell Hospitality Quarterly
- International Journal of Hospitality Management.
- International Journal of Contemporary Hospitality Management
- Lodging Hospitality
- Facilities Management
- WorldWide Hotels & Motels Industry Report
- Journal of Hospitality & Tourism Management
- Hotels and Resorts
- Hotel Management
- Hotel Business
- Australian Hotelier

Online Resources:

HM (Hotel Management) the business of accommodation - <http://www.hotelmanagement.com.au/>

Hotel Business: <http://www.hotelbusiness.com/main.php>

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

Associated award/s	Duration	Level
Graduate Certificate in International Hotel Management	6 months	Postgraduate
Master of International Hotel Management	2 years	Postgraduate

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):

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1.3 Subject weighting

Subject credit points	Total course credit points
10 credit points	40 credit points for the Graduate Certificate in International Hotel Management 160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

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

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Individual report: Critically reflecting on the service management strategies of a Sydney CBD hotel (2000 words)	Week 5	40%	a, b, c
2.	Team Project and Report: (4,000 words)	Week 10	60%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed: No prescribed text

Recommended:

Bailly, F., & Léné, A. (2013). The personification of the service labour process and the rise of softskills: a French case study. *Employee Relations*, 35(1), 79-97.

Bitner, M., Booms, B., & Tetreault, M. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *The Journal of Marketing*, 54(1), 71-84

Chebat, J. C., & Kollias, P. (2000). The impact of empowerment on customer contact: Employees' roles in service organisations. *Journal of Service Research*, 3(1), 66-81.

Czepiel, J., Solomon, M., & Surprenant, C. (1985). *The service encounter: Managing employee/customer interaction in service business*. Lexington, MA. Lexington Books.

Edvardsson, B., Gustafsson, A., & Roos, I. (2005). Service portraits in service research: a critical review. *International Journal of Service Industry Management*, 16(1), 107-121.

Gabbott, M., & Hogg, G. (2000). An empirical investigation of the impact of non-verbal communication on service evaluation. *European Journal of Marketing*, 34(3/4), 384-398.

Gwinner, K. P., Bitner, M. J., Brown, S. W., & Kumar, A. (2005).

Service customization through employee adaptiveness. *Journal of Service Research*, 8(2), 131-148.

Johns, N. (1999). What is this thing called service? *European Journal of Marketing*, 33(9/10), 958-973.

Lusch, R. F., Vargo, S. L., & O'Brien, M. (2007). Competing through service: Insights from service-dominant logic. *Journal of Retailing*, 83(1), 5-18.

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>

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

Hospitality Magazine <http://www.hospitalitymagazine.com.au/home>

Subject code and name

CHM601 Contemporary Hotel Marketing

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

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

Subject Learning Outcomes	Mapping to Course Learning Outcomes
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	CLO3
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	CLO2
c) Exhibit an understanding of the global environment and dynamic marketing trends	CLO2
d) Participate in team decision making and planning to determine and plan effective marketing strategies within specific environments and resources	CLO4, CLO6
e) Produce persuasion based marketing programs using all elements of the marketing mix across multi media and design interactive communication subjects	CLO5
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	CLO6

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Individual Report Market Research (1,500 words)	Part 1 Week 3 Part 2 Week 5	30%	a, b, c, e, f
2.	Group Report Marketing Plan (5,000 words)	Weeks 5-11	50%	a, b, c, d, e, f
3.	Group Presentation	Weeks 10-11	20%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

Reid, R.D., & Bojanic, D.C. (2010). *Hospitality marketing management* (5th ed.). Hoboken, NJ: John Wiley & Sons.

Recommended:

Crotts, J., Buhalis, D., and March, R. (Eds). (2000). *Global alliances in tourism and hospitality management*. New York : Haworth Hospitality Press

Czinkota, M., Ronkainen, I., Sutton-Brady, C., & Beall, T. (2014). *International marketing* (3rd Asia Pacific Ed.). South Melbourne, Vic: Cengage Learning.

Kotler, P., Bowen, J.T., Makens, J., & Baloglu, S. (2016). *Marketing for hospitality and tourism* (7th ed.). Boston, MA: Pearson.

Middleton, V.T., Fyall, A., & Morgan, M. (2009). *Marketing in travel and tourism* (4th ed.). London, UK : Butterworth-Heinemann.

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 Strategies: www.hotelmarketingstrategies.com

Hotel Marketing must reads: www.hotelmarketing.com/

Subject code and name

LGH602 Leadership for Global Hospitality

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

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

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

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Learning Portfolio (5,000 words)	Week 10	100%	a, b, c, d, e

2.4 Indicative learning resources

Texts:

Prescribed:

DuBrin, A. (2018). *Leadership: Research, findings, practice and skills* (9th ed.) Boston: Cengage Learning.

Recommended:

Day, D.V., & Harrison, M.M. (2007). A multilevel, identity-based approach to leadership development. *Human Resources Management Review*, 17, 360-373.

DeRue, D.S., & Ashford, S.J. (2010). Who will lead and who will follow?: A social process of leadership identity construction in organisations. *Academy of Management Review*, 35, 627-647.

DeRue, D.S., & Wellman, N. (2009). Developing leaders via experience: the role of developmental challenge, learning orientation and feedback availability. *Journal of Applied Psychology*, 94, 859-875.

Dion, M. (2012). Are ethical theories relevant for ethical leadership? *Leadership & Organization Development Journal*, 33(1), 4 – 24.

Graeff, C.L. (1997). Evolution of situational leadership theory: A critical review. *Leadership Quarterly*, 8, 153-170.

Hannah, S.T. & Avolio, B.J., Luthan, F., & Harms P. (2008). Leadership efficacy: Review and future directions. *The Leadership Quarterly*, 19, 669-692.

Kanungo, R.N., & Mendonca, M. (1995). *Ethical Dimensions of Leadership*. London : Sage.

Kramer, M.W., & Crespy, D.A. (2011). Communicating collaborative leadership. *The Leadership Quarterly*, 2, 1024–1037.

Northouse, P.G. (2010). *Leadership: Theory and practice*. Los Angeles : Sage.

Pierce, J.L., & Newstrom, J.W. (2006). *Leaders and the leadership process*. New York: McGraw-Hill

Shriberg, D., & Shriber, A. (2011). *Practicing leadership: Principles and applications* (4thed). Hoboken, NJ: Wiley.

Sinclair, A. (2007). Teaching leadership critically to MBA's: Experiences from heaven and hell, *Management Learning*, 38: 461-475.

Whetton, D.A., & Cameron, K.S. (2005). *Developing management skills*. Upper Saddle River: Pearson Prentice Hall.

Journals and magazines:

- Cornell Hospitality Quarterly
- Harvard Business Review
- International Journal of Hospitality Management.
- Journal of Management Studies

- Hotel Business
- Hotel Management
- Tourism and Hospitality Management

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.

Hospitality Magazine <http://www.hospitalitymagazine.com.au/home>

Subject code and name

HFR603 Hotel Finance and Revenue

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

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

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

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Learning Portfolio inclusive of revenue simulation	Week 9	60%	a, b, c
2.	Exam	Week 11	40%	a, b, c, d

2.4 Indicative learning resources

Prescribed:
Book of readings

Recommended:

Harris, P. (2013). *Profit planning: for hospitality and tourism*, Oxford, UK: Goodfellow Publishers.

Hayes, D. K., & Miller, A. A. (2011). *Revenue management for the hospitality industry*. Hoboken, NJ: John Wiley.

Forgacs, G. (2017). *Revenue Management – Maximizing Revenue in Hospitality Operations*, 2nd Ed. American Hotel & Lodging Educational Institute

Legohérel, P., Poutier, E. & Fyall, A. (Eds). (2013). *Revenue management for hospitality and tourism*. Woodeaton, Oxford: Goodfellow Publishers.

McGuire, K. A. (2015). *Hotel Pricing in a Social World*. John Wiley & Sons

Shy, O. (2008). *How to price: a guide to pricing techniques and yield management*. New York, NY: Cambridge University Press.

Sodhi, M., & Sodhi, N. (2008). *Six sigma pricing: improving pricing operations to increase profits*. Upper Saddle River, NJ: Financial Times Press.

Tranter, K. A., Stuart-Hill, T., & Parker, J. (2008). *An introduction to revenue management for the hospitality industry: principles and practices for the real world*. Upper Saddle River, NJ: Pearson Prentice Hall.

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

<http://www.aasb.gov.au/>

CPA Australia

<http://www.cpaaustralia.com.au/>

Institute of Chartered Accountants in Australia

<http://www.charteredaccountants.com.au/>

Institute of Chartered Accountants in England and Wales

<http://www.icaew.com/>

Tourism Australia

www.tourism.australia.com

Revenue Management Society

<http://www.revenuemanagement.org.uk/>

Journal of Revenue and Pricing Management

<http://www.palgrave-journals.com/rpm/index.html>

Subject code and name

EHL604 Entrepreneurship for Hospitality Leaders

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

Visionary attitudes can transform existing organisations through commercialising new ideas. This subject examines the fundamentals of entrepreneurship, 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

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Identify and appreciate the dominant traits and characteristics of an entrepreneur, and have self-awareness around his/her own traits and characteristics	CLO6
b) Understand the concept of entrepreneurship, particularly within a hotel environment	CLO, CLO4
c) Understand 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	CLO2
d) Create a comprehensive business plan for a new product, at a Broad Level presentation standard	CLO3, CLO4
e) Understand the change management and project management concepts that underpin successful implementation of a new product/service innovation	CLO2, CLO5

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Group Presentation Creation of Board level business case presentation of a new product/service (30 minutes)	Week 6	30%	a, b, c, d, e
2.	Individual Report Critical discussion of the impact, role and future trends of disruptive technology (i.e. sharing economy) on the Australian hotel and hospitality industry. 2,000 words)	Week 8	30%	a, b, c
3.	Final Exam	Week 11	40%	a, b, c, d, e

2.4 Indicative learning resources

Prescribed:

Mazzarol, T. (2017). *Entrepreneurship and Innovation: readings and cases* (3rd ed.). Prahran, Vic: Tilde University Press.

Recommended:

Audretsch, D., Falk, O., Heblich, S., & Lederer, A. (2011). *Handbook of research on innovation and entrepreneurship*. Cheltenham, UK: Edward Elgar.

Fannin, R. A., & Lee, K. (2011). *Start-up Asia: top strategies for cashing in on Asia's innovation boom*. Singapore: Wiley.

Frederick, H., O'Connor, A., & Kuratko, D. F. (2013). *Entrepreneurship: theory, process and practice* (3rd ed.). South Melbourne, Vic: Cengage learning.

Karlson, C., Stough, R., & Johansson, B. (2010). *Entrepreneurship and innovation in functional regions*. Cheltenham, UK: Edward Elgar.

Phillips, F. (2009). *Managing innovation, technology and entrepreneurship*. UK: Meyer & Meyer Publishing.

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:

Subject code and name
INP605 Industry Placement

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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):

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1.3 Subject weighting

Subject credit points	Total course credit points
40 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	1 hour (contact) (average)	3 hours	4 hours

Student workload – Industry Placement

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
24 week duration	25 hours (in industry) (average)	.5 hour	25.5 hours
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

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Demonstrate understanding of international hotel industry requirements for employment and selection	CLO1
b) Evaluate and implement strategies for personal and professional action planning	CLO6
c) Assess and compare employability trends in an international hotel context	CLO2, CLO3
d) Identify and illustrate key performance competencies in an international hotel context	CLO6
e) Critically evaluate the operations of a international hotel from a management perspective	CLO2
f) Establish a professional network for career development and advancement	CLO4
g) Analyse the value of interrelationships between various internal and external stakeholders to achieve strategic business objectives	CLO5

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

Weeks 1 - 12

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

Weeks 13 - 24

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

2.4 Indicative learning resources

Texts:

Prescribed: No prescribed text

Recommended:

Midwinter D., & Whatmore, T. (2011). *Positive placements: making the most of your educational placement*. New York, NY: Continuum Publishing.

Neugebauer J., & Evans-Brain, J. (2009). *Making the most of your placement*. Los Angeles, CA: Sage.

Stebbleton, M., & Henle, M. (2011). *Hired! : The job hunting and career planning guide* (4th ed.). Boston, MA: Pearson.

Sweitzer, H. F., & King, M. A., (2013). *The successful internship* (4th ed.). South Melbourne, Vic: Cengage.

Journals and magazines:

- Cornell Hospitality Quarterly
- Harvard Business Review
- International Journal of Hospitality Management.
- Australian Hotelier
- Sloan Management Review

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.symlicity.com/students>

Subject code and name

BRH606 Business Research for Hoteliers

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

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 an independent research proposal in BRH606 that will provide the framework for their IAP607 project.

2.2 Learning Outcomes

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Analyse the various approaches to business and social research, and the difference between primary and secondary research	CLO2
b) Critically review extant knowledge in a disciplinary area for the identification of researchable problems	CLO1, CLO2
c) Understand and justify the use of quantitative and qualitative data collection and analysis	CLO5
d) Investigate a range of data collection methods and tools	CLO3
e) Conceptually map the research process, developing a defensible framework for proposed research	CLO3
f) Evaluate the ways management research may be written and disseminated	CLO3

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Defence of Research Project and Literature Review Individual (10-minute Presentation)	Weeks 5 - 6	20%	a, b, f
2.	Research Proposal Individual (3,000 word Report)	Week 10	80%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

O’Gorman, K. & MacIntosh, R. (2014). *Research methods for business and management: A guide to writing your dissertation*. Oxford: Goodfellow Publishers.

Recommended:

O’Leary, Z. (2013). *The essential guide to doing your research project* (2nd ed.). Thousand Oaks, CA: Sage.

Mason, P. (2014). *Researching tourism, leisure and hospitality for your dissertation*. Oxford: Goodfellow Publishers.

Polonsky, M. J. (2015). *Designing and managing a research project: a business student’s guide*. Los Angeles: Sage Publishing.

Quinlan, C., Babin, B. J., Carr, J. C., Griffin, M., Zikmund, W. G. (2015). *Business research methods*. Hampshire: Cengage Learning.

Bryman, A., Bell, E. (2015). *Business research methods*. Oxford: Oxford University Press.

Sekaran, U., Bougie, R. (2013). *Research methods for business: a skill-building approach* (6th ed.). New York: John Wiley and Sons.

Adams, J., Khan, H. T. A., Raeside, R. (2014). *Research methods for business and social students* (2nd ed.). Los Angeles: Sage Publishing.

Patton, M. Q. (2015). *Qualitative research methods and evaluation methods: integrating theory and practice* (4th ed.). Los Angeles: Sage Publishing.

Journals and magazines:

- Annals of Tourism Research
- Cornell Hospitality Quarterly
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management

- 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.socialresearchmethods.net>

Basic Business Research Methods: <http://managementhelp.org/businessresearch/index.htm>

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

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study	Personal study h/p/w	Total study h/p/w
12 week duration	2 x 2hr lectures per term (week 2 and week 7)	9	10

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)

Student and supervisor will agree upon a schedule of meetings. It is the role of the academic supervisor to guide the student through the research process.

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 is a pre-requisite of this subject, as BRH606 familiarises students with the research process and enables the development of a comprehensive research proposal.

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 piece of hotel analysis, supported by research and based on experiential learning and the analysis of an actual business situation and/or contemporary topic that has significance to industry. Each student's analysis project is enabled by utilizing resources from the University, academic faculty and through forming a mentor group for guidance and support.

2.2 Learning Outcomes

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Critically reflect upon and apply disciplinary methods and approaches in the design of the hotel analysis	CLO2
b) Critically review the literature as it applies to the hotel analysis	CLO2
c) Collect and synthesise data using appropriate research tools	CLO3
d) Critically reflect upon and interpret information to generate findings, reach meaningful conclusions and make recommendations	CLO3
e) Communicate the hotel analysis in appropriate academic language and structure	CLO1
f) Seek and utilize resources provided by the University and maintain an effective working relationship with faculty and a mentor group to meet identified milestones	CLO4 & CLO5

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Independent Analysis Report Min. 5,000 words	Week 11	100%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Recommended:

O'Leary, Z. (2013). *The essential guide to doing your research project* (2nd ed.). Thousand Oaks, CA: Sage.

Mason, P. (2014). *Researching tourism, leisure and hospitality for your dissertation*. Oxford: Goodfellow Publishers.

Polonsky, M. J. (2015). *Designing and managing a research project: a business student's guide*. Los Angeles: Sage Publishing.

Quinlan, C., Babin, B. J., Carr, J. C., Griffin, M., Zikmund, W. G. (2015). *Business research methods*. Hampshire: Cengage Learning.

Bryman, A., Bell, E. (2015). *Business research methods*. Oxford: Oxford University Press.

Sekaran, U., Bougie, R. (2013). *Research methods for business: a skill-building approach* (6th ed.). New York: John Wiley and Sons.

Adams, J., Khan, H.T.A., Raeside, R. (2014). *Research methods for business and social students* (2nd ed.). Los Angeles: Sage Publishing.

Patton, M.Q. (2015). *Qualitative research methods and evaluation methods: integrating theory and practice* (4th ed.). Los Angeles: Sage Publishing.

Journals and magazines:

- Annals of Tourism Research
- Cornell Hospitality Quarterly
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management
- 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.socialresearchmethods.net>

Basic Business Research Methods: <http://managementhelp.org/businessresearch/index.htm>

Stat Trek, Teach Yourself Statistics: <http://stattrek.com>

Subject code and name
SHM608 Strategic Hotel Management

SECTION 1 – GENERAL INFORMATION

1.1 Administrative details

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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.

BMIHMS uses computer based simulations as part of its 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

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

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Individual Report (Strategic Briefing Paper 1,500 words)	Week 6	40%	a, b, c, d, e
2.	Group Business Plan (1,000 words per group member + financial and statistical analysis)	Week 10	60%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

Enz, C.A. (2010). *Hospitality strategic management: Concepts and cases*, (2nd ed.). Wiley, Hoboken, NJ. Chapters 1, 2, 3, 4, 5, 6, 8.

Lamb, C.W., Hair, J.F., McDaniel, C., Summers, J., & Gardiner, M. (2013). *MKTG2*, (Asia-Pacific ed.). Cengage, South Melbourne, Vic. Chapters 1, 3, 5, 11, 12.

Recommended:

Gamble, J.E., Thompson, A.A., & Peteraf, M.A. (2013). *Essentials of strategic management: the quest for competitive advantage* (3rd ed.). New York, NY: McGraw-Hill Irwin.

Ghemawat, P. (2007). *Redefining global strategy: crossing borders in a world where differences still matter*. Boston, MA: Harvard Business School Press.

Gupta, A.K., Wakayama, T., & Rangan, U.S. (Eds). (2012). *Global Strategies for emerging Asia*. San Francisco, CA: Jossey-Bass.

Hill, C.W.L., & Jones, G.R. (2012). *Strategic management: an integrated approach* (10th ed.). Mason, OH: Cengage Learning.

Okumus, F., Altinay, L., & Chathoth, P. (2010). *Strategic management for hospitality and tourism*. Oxford, UK: Butterworth-Heinemann.

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**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	3 hour workshop	1 hour workshop preparation 8 hours personal study	12

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

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 the players and entities of business events.

A key focus of this subject is providing an overview of the environment of the convention, meeting and exposition industry. Students are guided through the complexities associated with planning, managing and staging a variety of business events.

2.2 Learning Outcomes

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Critically reflect upon the impact of business events on local, national and international economies	CLO2
b) Evaluate the role of key business event bodies and associations locally, nationally and internationally	CLO1, CLO2, CLO4
c) Recognise the role and special nature of business events and review how they integrate with the broader event/tourism industry	CLO1, CLO2
d) Assess the value of different types of business events and justify hosting these events	CLO5
e) Illustrate the various management systems, procedures and steps involved in staging meetings, conventions and exhibitions	CLO3
f) Appraise the broad and specific skills needed to become an effective professional in the organization and staging of business events	CLO6

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Learning Portfolio Report Style (5,000 words)	Progressive Week 4-8- 10	100%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

Rogers, T. (2013). *Conferences and conventions: A global industry*. (3rd ed.). Abingdon, Oxford: Routledge.

Essential Articles:

Deery, M. (2014). *State of the business events industry report: Report commissioned by The Business Council of Australia*. Available at www.businesseventscouncil.org.au

Foley, C., Edwards, D., & Hergesell, A. (2015). *Asian incentive events in New South Wales: expenditure and retail impacts: Report commissioned by Business Events Sydney*. Available at https://www.businesseventssydney.com.au/media/1599/asian_incentive_events_nsw.pdf

Tourism & Transport Forum. (2014). *Backing major events*. Available at

<http://www.ttf.org.au/wp-content/uploads/2016/06/TTF-Backing-Major-Events-2014.pdf>

Garofani, I. (2013). *Convention arrival figures for the Australian business events industry*. Available at www.businesseventscouncil.org.au

Recommended:

Allen, J., O'Toole W., Harris, R., McDonnell, I., Brown, S., & Jones, M. (2011). *Festivals & special event management* (5th ed.). Milton, Qld.: John Wiley & Sons

Astroff, M.T. & Abbey, J.R., (2010). *Convention management and service*. Lansing, MI: American Hotel & Lodging Association Educational Institute.

Berridge, G. (2011). *Events design and experience*. Abingdon, Oxford: Routledge

Columbus, G. (2010). *The complete guide to careers in special events*. Hoboken, NJ: John Wiley & Sons.

DeBlanc-Goldblatt, S. & Goldblatt, J. (2011). *The complete guide to greener meetings and events*. Hoboken, NJ: John Wiley & Sons.

Fenich, G. (2012). *Meetings, exhibitions, events and conventions*, (3rd ed.). Boston, MA:

Pearson.

Luckham, D. (2012). *Event processing for business: organising the real time enterprise*. Hoboken, NJ: John Wiley & Sons.

Matthews, D. (2008). *Special event production*. Oxford, UK: Butterworth-Heinemann.

Preston, C. (2012). *How to successfully promote events, festivals, conventions and expositions* (2nd ed.). Hoboken, NJ: John Wiley & Sons.

Silvers, J. (2012). *Professional event coordination* (2nd ed.). Hoboken, NJ: John Wiley & Sons.

Journals and magazines:

- Cornell Hospitality Quarterly
- Event Management (Formally Festival Management and Event Tourism)
- International Journal of Event and Festival Management
- 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

International Association of Congress Centres (AIPC)

<http://www.aipc.org>

International Association of Venue Managers

www.iavm.org

International Congress and Convention Association

www.iccaworld.com

Exhibition and Events Association of Australia

www.eaaa.com.au

Meeting and Events Australia (MEA)

<http://www.meetingevents.com.au>

Australian Special Events

www.SpecialEvents.com.au

Subject code and name

STE610 Sustainability and the Environment

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of International Hotel Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

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

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

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Individual Report Sustainable development Cases and Analysis 2,000 words	Week 6	40%	a, b, c.
2.	Group Project Sustainable development plan for a new hotel 5,000 words	Week 10	40%	a, b, c, d, e, f
3.	Group Presentation of recommendations from the sustainable development plan 30 mins	Week 11	20%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

Carroll A.B., & Buchholtz A.K. (2017). *Business & society: Ethics, sustainability and stakeholder management*. (10th ed.). Stamford, CT: Cengage Learning.

Recommended:

Aras, G., & Crowther, D. (2012). *Business strategy and sustainability*, Bingley, UK: Emerald [ebook].

Ellis, T. (2010). *The new pioneers: Sustainable business success through social innovation and social entrepreneurship*. Chichester, UK: Wiley.

Eweje, G. & Perry, M. (2011). *Business and sustainability concepts, strategies and changes*. Bingley, UK: Emerald [ebook].

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

Jones G. (2011). *Current research in sustainability*. Prahran, Vic: Tilde University Press.

McCarty, T., Jordan, M., & Probst, D. (2011). *Six sigma for sustainability: How organizations design and deploy winning environmental programs*. New York: McGraw-Hill.

Phillips, P.P. & Phillips, J.J. (2011). *The green scorecard: Measuring the return on investment in sustainability initiatives*. Boston, MA: Nicholas Brealey.

Travis, A.S. (2011). *Planning for tourism, leisure and sustainability: International case studies*, Cambridge, MA: CABI.

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/>

Accor Planet21 program: <http://www.accorhotels-group.com/en/sustainable-development/planet-21-research.html>

Sustainable Sydney 2030: <http://www.cityofsydney.nsw.gov.au/vision/towards-2030/sustainability>

EPA Bin Trim Program for business: <http://www.epa.nsw.gov.au/managewaste/bin-trim-tool.htm>

WTTC, Tourism for Tomorrow: <http://www.wttc.org/mission/tourism-for-tomorrow/>

Subject code and name

GHR611 Global Human Resource Management

SECTION 1 – GENERAL INFORMATION**1.1 Administrative details**

Associated award/s	Duration	Level
Master of Global Business Management	2 years	Postgraduate

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

Subject credit points	Total course credit points
10 credit points	160 credit points for the Master of International Hotel Management

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.

Duration	Facilitated study h/p/w	Personal study h/p/w	Total study h/p/w
12 week duration	4 hours (2 hour lecture and 2 hour tutorial)	8 hours personal study	12

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

Global Human Resource Management engages students to explore, within an international context, human resources theory and practice with a focus on the key concepts, processes, practices, issues and debates associated with the development and management of a 21st century workforce.

2.2 Learning Outcomes

Subject Learning Outcomes	Mapping to Course Learning Outcomes
a) Evaluate how the generally accepted definitions of human resource management can be influenced by global business	CLO2
b) Critically analyse human resource management and industrial relations in a global setting	CLO2
c) Evaluate the HRM models and practices in selected countries and/or regions	CLO5
d) Critically analyse the implications of these similarities and differences for the management of people in multi-national organisations, joint ventures and cross-cultural operations	CLO6
e) Reflect critically upon how the design and implementation of conventional human resources functions will be impacted by local practice in relation to recruitment, training and performance management	CLO6
f) Evaluate strategies for addressing the complexities of managing implementation of global human resources initiatives	CLO3

2.3 Assessment Tasks

Students must attempt all assessments to qualify to pass the subject

12 week duration

No.	Type and Description	Assessment due	Weighting	Learning Outcomes(s) assessed
1.	Learning Portfolio	Week 4-6-10	100%	a, b, c, d, e, f

2.4 Indicative learning resources

Texts:

Prescribed:

Dowling, P. J., Festing, M., & Engle, A. D. (2017). *International human resource management*. Melbourne, Australia: Cengage.

Recommended:

Caligiuri, P., Lepak, D., & Bonache, J. (2010). *Managing the global workforce*. Hoboken, NJ: Wiley.

Nankervis, A., Compton, R., Baird, M., & Coffey, J. (2014). *Human resource management: strategy and practice* (8th ed.). South Melbourne: Vic: Cengage Learning.

Peng, M.W. (2014). *Global business* (3rd ed.). Mason, OH:South-Western Cengage Learning.

Journals and magazines:

Asia Pacific Journal of Human Resources

The International Journal of Human Resource Management

Online Resources:

SHRM Foundation: shrmfoundation.org

Future HR trends: <http://futurehrtrends.eiu.com>

HRM Guide: <http://www.hrmguide.net>