



**WELCOMGROUP GRADUATE SCHOOL  
OF HOTEL ADMINISTRATION**  
MANIPAL  
*A constituent unit of MAHE, Manipal*



**Welcomgroup Graduate School of Hotel Administration**  
**Department of Allied Hospitality Studies**  
**Manipal Academy of Higher Education**  
**Manipal- Karnataka**

Nomenclature: Master of Hotel Management (MHM)

Duration of the Program: 2 Years

Level: Post Graduation



## Program Objectives

1. Application of knowledge, practical skills and competencies required for executive roles within the functional and operational specialization of hospitality organization.
2. Build career opportunities in research, academics, and consultancy at hospitality based business organizations
3. Providing specialization in the areas of Sales & Marketing, and Revenue Management
4. Extensive exposure to hotel operations through practice school to acquire skills, knowledge and attitude to work, specific to the specialization within hospitality organisations.



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# **Master of Hotel Management (MHM)**

## **Broad Course Structure & Course Description**



FIRST SEMESTER:								
Subject Code	Subject	L	T	P	C	Marks		
						CEP	End	Total
MHM 501	Leading Success through Human Capital	3	1	-	4	100		100
MHM 503	Business Events Management	3	1	-	4	100		100
MHM 505	Contemporary Issues in Managing Hotels	3	1	-	4	100		100
MHM 507	Business Research Methods	3	1	-	4	100		100
MHM 509	Cost and Management Accounting	3	1		4	100		100
	<b>Program Electives :</b>							
MHM 511	MHM 511. 1 Disaster Management & Environmental Studies	2	1	3	4	100		100
	MHM 511. 2 Hotel Operations Management							
	Total	17	6	3	24	600		600



SECOND SEMESTER:								
Subject Code	Subject	L	T	P	C	Hours		
						CEP	End	Total
MHM 502	Corporate Finance	3	1	-	4	100		100
MHM 504	Hospitality Strategic Management	3	1	-	4	100		100
MHM 506	Master Thesis Part 1					100		100
MHM 508	<b>Specialization :</b>							
	<b>Revenue Management :</b>							
	MHM 508.1.1 Fundamentals of Hotel Revenue Management	3	1	-	4	100		100
	MHM 508.1.2 Forecasting and Availability Controls in Hotel Revenue Management	3	1	-	4	100		100
	<b>OR</b>							
	<b>Sales and Marketing:</b>							
	MHM 508.2.1 Advanced Consumer Behaviour							
	MHM 508.2.2 Brand Strategy and Management							
MHM 510	*Open Elective : Offered by the university departments * (Credited not graded)	-	-	-	3			
	Total	12	4	-	19	500		500



THIRD SEMESTER:								
Subject Code	Subject	L	T	P	C	Hours		
						CEP	End	Total
MHM 601	Services Quality Management	3	1	-	4	100		100
MHM 603	Hotel Real Estate Finance and Investment	3	1	-	4	100		100
MHM 605	Master Thesis Part 2				8	100		100
MHM 607	<b>Specialization :</b> <b>Revenue Management:</b> MHM 607.1.1 Pricing Strategies and Managing Distribution Channels MHM 607.1.2 Overbooking Practices in Hotel Revenue management OR	3	1		4	100		100
	<b>Sales and Marketing :</b> MHM 607.2.1 Strategic Marketing MHM 607.2.2 Integrated Marketing Communication	3	1		4	100		100
MHM 609	Six Weeks Summer Internship		-	-	1	100		100
	Total	12	4	0	25	600		600



FOURTH SEMESTER:								
Subject Code	Subject	L	T	P	C	Hours		
						CEP	End	Total
MHM 612	24 Weeks Practice School + 2 Weeks (Report Submission and Assessment)	-			12	200		200
	Total	-	-		12	200		200

Total Credits =  $24+19+25+12 = 80$   
 Total Marks =  $600+500+600+200=1900$



## Master of Hotel Management- Course Description

Sl No	Course Code	Subject Name	Synopsis	Reference
1	MHM 501	Leading Success through Human Capital	Managing human capital is the central function of any organization. The effective management of human capital involves leadership, values, employment planning, recruiting and selecting employees, training and compensating them, and evaluating their performance. It is a strategic organizational function that significantly influences the corporate culture and norms of organizations. The course seeks to look at management of human capital in a broader, comparative and international perspective to deal with complex issues and culture as well as diversity issues.	<ol style="list-style-type: none"> <li>1. Dessler, G. Fundamentals of Human Resource Management (4th Edition, Pearson)</li> <li>2. Dowling, P. International Human Resource Management (9<sup>th</sup> Edition, Pearson)</li> <li>3. Ramkumar. Leveraging Human Capital: A Practitioner's Perspective (McGraw Hill)</li> </ol>
2	MHM 503	Business Events Management	By undertaking this course, student will learn about marketing and public relations and acquire knowledge in event policy, strategy, logistics and risk management.	<ol style="list-style-type: none"> <li>1. Lynn Van Der Wagen &amp; Brenda R Carlos (2009), Event Management, McGraw Hill Publication</li> <li>2. Anton Shone &amp; Bryn Parry (2007), Successful Event Management, Butterworth-Heinemann.</li> </ol>
3	MHM 505	Contemporary Issues in Managing Hotels	In this course the student will be given an in-depth overview of the challenges and the issues faced by the managers of hospitality business.	<ol style="list-style-type: none"> <li>1. Simon Hudson (2017), Tourism and Hospitality Marketing: A Global Perspective, London, Sage.</li> <li>2. Zainal, A.S.M. Radzi, R. Hashim, R.; Chik, C.T and Abu, R (2012), Current Issues in Hospitality and Tourism: Research and Innovations, CRC Press</li> <li>3. Gorham, D. and Mottiar, Z. (2010) Contemporary Issues in Irish and Global</li> </ol>



				Tourism and Hospitality, Dublin Institute of Technology
4	MHM 507	Business Research Methods	The aim of this course is to impart knowledge about various stages of the research processes and their application in hospitality and tourism business decision making.	<ol style="list-style-type: none"> <li>1. Bryman, Alan &amp; Bell, Emma (2007) Business Research Methods , New Delhi, Oxford University Press.</li> <li>2. Cooper, D., &amp; Schindler, P (2012)., Business Research Methods, New Delhi, Tata Mc Graw Hill, 9th Edition</li> <li>3. C.R.Kothari (2013). Research Methodology, New Delhi, New Age Publications.</li> </ol>
5	MHM 509	Cost and Management Accounting	This course is very important and useful for optimum utilization of existing resources. These are branches of accounting and had been developed due to limitations of financial accounting. It is an indispensable discipline for corporate management, as the information collected and presented to management based on cost and management accounting techniques helps management to solve not only specific problems but also guides them in decision making.	<ol style="list-style-type: none"> <li>1. Charles T. Horngren, Srikant M. Datar and Madhav V. Rajan. Cost Accounting – A Managerial Emphasis</li> <li>2. Cecil Gillespie. Standard and Direct costing</li> <li>3. N. K. Prasad. Principles and Practice of Cost Accounting.</li> </ol>
6	MHM 511.1	Disaster Management & Environmental Studies	This course is aimed to prepare students in critical thinking of disaster management theory, research, policy and practice, including vulnerability, governance, disaster risk reduction, and enhancing resilience to disasters through prevention, preparedness, response and recovery efforts. It also provides critical thinking skills, interdisciplinary synthesis and ecological literacy on the concepts of environmental science.	<ol style="list-style-type: none"> <li>1. Textbook of Environmental Studies for Undergraduate students, Erach Bharucha</li> <li>2. Manual on natural disaster management in India, M C Gupta, NIDM, New Delhi</li> <li>3. Coppola D P, 2007. Introduction to International Disaster Management, Elsevier Science (B/H), London.</li> </ol>
7	MHM 511.2	Hotel Operations Management	In this course the student will be given an in-depth overview of the world's largest and fastest growing business. The student would also learn about the restaurants and various aspects of managing	<ol style="list-style-type: none"> <li>1. John R. Walker. (2017), Introduction to Hospitality Seventh edition, New Delhi, Pearson.</li> </ol>



			restaurants. Events, leadership styles and skills would be learnt by the student in this module.	
8	MHM 502	Corporate Finance	The course of Corporate Management is designed to provide an introduction and the opportunity to understand the basics of Financial Management required for the hospitality industry. This course provides a basic knowledge about financing, investment and working capital decisions	<ol style="list-style-type: none"> <li>1. Grinblatt/ Titman. Financial Markets and Corporate Strategy. McGraw Hill</li> <li>2. Brealey/ Myers. Principles of Corporate Finance.6th Edition.</li> <li>3. Brealey/ Myers. Principles of Corporate Finance.6th Edition. Study guide.</li> <li>4. Frantz, P. and R. Payne. Study Guide. Corporate Finance. First Edition. 1999</li> </ol>
9	MHM 504	Hospitality Strategic Management	This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises.	<ol style="list-style-type: none"> <li>1. Jeffrey S. Harrison, Cathy A. Enz. (2005), Hospitality Strategic Management, Concept and Cases, NY, John Wiley &amp; Sons.</li> <li>2. Hitt, Ireland, Hoskisson (2010), Strategic Management, Competitiveness and Globalization, Concepts and Cases, 7<sup>th</sup> Edition, Thomson South-Western</li> <li>3. Neil Ritson and Ventus (2014) , Strategic Management, Publishing APS – Neil Ritson.</li> </ol>
10	MHM 506	Master Thesis 1	This course aims to provide an opportunity for the post graduate students to integrate and apply research knowledge and skills as learned by them in the preceding semester. The key focus of this course would be the further development of the students' dissertation (master thesis) of the first two chapters [i.e., introduction; review of literature] and the section on survey instrument development of the traditional master's dissertation; having identified a core area of research by the students in the domain of hospitality management.	<ol style="list-style-type: none"> <li>1. Bryman, Alan &amp; Bell, Emma., (2007), Business Research Methods , New Delhi, Oxford University Press.</li> <li>2. C.R.Kothari (2013). Research Methodology, New Delhi, New Age Publications.</li> <li>3. Wayne et al., (2016), Craft of Research Writing, fourth edition, University of Chicago Press.</li> <li>4. Bailey, Stephen., (2011), Academic Writing – A Handbook for International Students, Routledge, Taylor &amp; Francis Group</li> </ol>
11	MHM 508.1.1	Fundamentals of Hotel Revenue Management	This course provides an overview of revenue management applications to the hotel industry	<ol style="list-style-type: none"> <li>1. Revenue Management: Hard-Core Tactics for Market Domination: Robert G. Cross</li> </ol>



			designed to inspire a strategic shift to managing revenue per available room (RevPAR).	<ol style="list-style-type: none"> <li>2. The Theory and Practice of Revenue Management (International Series in Operations Research &amp; Management Science): Kalyan Talluri, Garrett van Ryzin</li> <li>3. Revenue Management and Pricing: Case Studies and Applications: Ian Yeoman, Una McMahon-Beatti</li> </ol>
12	MHM 508.1.2	Forecasting and Availability Controls in Hotel Revenue Management	This course explores the role of the forecast in a comprehensive revenue management strategy, including the selection of the best type of forecast and the impact of forecasting on other functions such as labour scheduling and purchasing.	<ol style="list-style-type: none"> <li>1. Revenue Superstar! The Simple Rules of Hotel Revenue Management: Book by Johan Hamme</li> <li>2. Revenue Management for the Hospitality Industry: by Allisha A. Miller and David Hayes</li> <li>3. Introduction to Revenue Management for Hotels: Tools and Strategies: Book by Gemma Hereter</li> </ol>
13	MHM 508 2.1	Advanced Consumer Behaviour	This core course provides you with the theoretical and conceptual foundations of consumer behavior required to become an effective marketing practitioner. Marketing practitioners need to know and understand how organizations can apply consumer behavior concepts when making marketing decisions. Therefore, you will review the major perspectives of how consumers make decisions and the factors that influence their decision-making processes in acquiring, using and disposing of products, services, experiences and ideas. In doing so, you will be able to apply your knowledge and skills to marketing related activities and to develop and implement more effective marketing strategies.	<ol style="list-style-type: none"> <li>1. Houghton Mifflin Co., 2006. Consumer Behavior, Hoyer &amp; MacInnis, 4ed.,</li> <li>2. The Handbook of Consumer Psychology, eds. Haugvedt, Herr, and Kardes, Lawrence Erlbaum, 2008.</li> </ol>
14	MHM 508.2.2	Brand Strategy and Management	Branding is at the cutting edge of marketing theory and practice and participants will be able	<ol style="list-style-type: none"> <li>1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and</li> </ol>



			to apply the knowledge and skills that they develop during this course, in many spheres. One strongly interwoven thread of the course is sustainable branding, which is fundamental to sustainable businesses and other organizations, such as government and the not-for-profit sector. Sustainable branding has significant socio-economic benefits. This course takes students through the evolution of branding theory with an emphasis on integrating theory and relevant practical applications. The course takes a strategic approach to branding, and the processes, challenges and issues related to planning, implementing and evaluating sustainable branding strategies.	Managing Brand Equity, Pearson Prentice Hall.
15	MHM 510	<b>Open Elective</b>		Any one open elective course offered by various schools, constituent colleges and the departments of MAHE, Manipal, Karnataka.
16	MHM 601	Services Quality Management	The purpose of this course is to put quality services management into perspective, and to highlight its critical importance, as well as to present in-depth ideas on different methodologies, tools and techniques proposed for process improvement in hospitality services sector	<ol style="list-style-type: none"> <li>1. Jay A.Kandampully; Connie Mok, Beverley Sparks, Service quality Management in Hospitality, Tourism, and leisure</li> <li>2. Clow, Kenneth; Services Marketing, B1ztantra 2009</li> </ol>
17	MHM 603	Hotel Real Estate Finance and Investment	This Subject gives the students the rudiments of Real Estate finance and Investment. The real estate markets are closely associated with the financial markets and this necessitates the understanding of the basics of real estate finance and real estate investment. Investment and financing are directly related to risk and return.	<ol style="list-style-type: none"> <li>1. Grundlagen, Spezialbereiche, Fallbeispiele (2007), Hotel Real Estate Management, Erick Smith Verlag Jackcumings, (2009), Real estate finance &amp; investment manual, John Wiley &amp; Sons, Inc.</li> <li>2. William B. Brueggeman, Ph.D. Corrigan Chair in Real Estate Edwin L. Cox</li> </ol>



			The lenders as well as the investors need to evaluate the property before deciding.	School of Business Southern Methodist University Jeffrey D. Fisher, Ph.D. Charles H. and Barbara F. Dunn Professor of Real Estate Kelley School of Business Indiana University, Real Estate Finance and Investments; Fourteenth Edition
18	MHM 605	Master Thesis 2	The key focus of this course would be the further development of the students' dissertation (master thesis) of the final three chapters [i.e., methods and procedures; findings and discussions; research and managerial implications] of the traditional master's dissertation. Further, based upon the research work completed in Master Thesis II and with the approval of the course and project instructor, students would be completing their thesis writing and successfully defend their thesis.	<ol style="list-style-type: none"> <li>1. Cooper, D., &amp; Schindler, P (2012)., Business Research Methods, New Delhi, Tata McGraw Hill, 9<sup>th</sup> Edition</li> <li>2. Robin Nunkoo, (2018), Handbook of Research Methods for Tourism and Hospitality Management - Handbooks of Research Methods in Management series – Elgar Publishers</li> </ol>
19	MHM 607.1.1	Pricing Strategies and Managing Distribution Channels	This course teaches participants how to set the right prices, develop rate fences (differentiate prices by customer type), and use multiple distribution channels to manage price more effectively. Participants will learn about the impact of variable pricing and discounting on revenue management in the context of price elasticity, optimal price mix, perceived fairness, and congruence with positioning and sales strategies.	<ol style="list-style-type: none"> <li>1. "Revenue Management for the Hospitality Industry", D. Hayes &amp; A. Miller, John Wiley &amp; Sons Inc., 2011.</li> <li>2. "Segmentation, Revenue Management &amp; Pricing Analytics", Tudor Bodea &amp; Mark Ferguson, First Edition, Routledge, 2014.</li> <li>3. "Managing Front Office Operations", Kasavana, M. L., &amp; Brooks, R. M., Pearson Education, 2013.</li> <li>4. "Pricing &amp; Revenue Optimization", Robert Phillips, Stanford University Press, 2005.</li> <li>5. "Data Analysis for Managers", Christian Albright, Wayne Winston &amp; Christopher J. Zappe, 2<sup>nd</sup> Edition, Duxbury, 2004.</li> </ol>
20	MHM 607.1.2	Overbooking Practices in Hotel Revenue management	This course explores the components of a successful overbooking strategy including no-show forecasting, no-show rates, arrival uncertainty, pricing policies,	<ol style="list-style-type: none"> <li>1. "Revenue Management for the Hospitality Industry", D. Hayes &amp; A. Miller, John Wiley &amp; Sons Inc., 2011.</li> </ol>



			and cancellation forecasts. It explores the risks of overbooking and presents strategies to minimize costs and mitigate customer impact	<ol style="list-style-type: none"> <li>2. “Segmentation, Revenue Management &amp; Pricing Analytics”, Tudor Bodea &amp; Mark Ferguson, First Edition, Routledge, 2014.</li> <li>3. “Managing Front Office Operations”, Kasavana, M. L., &amp; Brooks, R. M., Pearson Education, 2013.</li> <li>4. “Pricing &amp; Revenue Optimization”, Robert Phillips, Stanford University Press, 2005.</li> <li>5. “Data Analysis for Managers”, Christian Albright, Wayne Winston &amp; Christopher J. Zappe, 2<sup>nd</sup> Edition, Duxbury, 2004.</li> </ol>
21	MHM 607.2.1	Strategic Marketing	Marketing is a philosophy that permeates the entire organization and not just the marketing department. The course presents a number of strategic concepts and then shows how they can be integrated to either evaluate or develop a marketing strategy. Some of the key concepts include distinctive strategies, generic strategies, sustainable competitive advantage and market positioning. However, the most important lesson is to adopt a holistic approach to a firm's marketing strategy.	<ol style="list-style-type: none"> <li>1. Aaker, D.A., and Mills, M.K, Strategic Market Management, (Pacific Rim Edition): Brisbane, Wiley, 2005;</li> <li>2. Best, R., Market-Based Management – fourth edition, Pearson, 2005;</li> <li>3. Brown L., Competitive Marketing Strategy - second edition, Nelson ITP, 1997</li> </ol>
22	MHM 607.2.2	Integrated Marketing Communication	To effectively plan, implement and evaluate advertising and promotional programs requires an understanding of the overall marketing process, consumer behavior, communications theory and the media of advertising and promotion. This course examines the various factors that must be considered in planning, developing and implementing advertising and promotional campaigns and programs. Attention will also be given to the environment in which advertising and promotion operates and promotional decisions are made.	<ol style="list-style-type: none"> <li>1. Chitty, Barker, Valos and Shimp (2012 – 3rd Edition), Integrated Marketing Communications, CengageLearning,</li> <li>2. Belch, Belch, Kerr and Powell, (2012) 2nd Edition, Advertising and Promotion: An Integrated Marketing Communication Perspective, McGraw-Hill, Sydney</li> <li>3. Duncan, T. IMC, using advertising and promotion to build brands, International Edition, Irwin McGraw-Hill. Australia, Sydney (2003)</li> </ol>



23	MHM 609	Six Weeks Summer Internship	This practical course intent to provide an experiential learning for hospitality and tourism students to develop their operational competencies which is essential for developing student's professional attitude and build their career. Students will work and learn the day to day activities of a hotel under the supervision of a mentor or a trainer.	
24	MHM 612	24 Weeks Practice School	This extensive industry internship intent to provide an experiential learning for hospitality students to strengthen their operational competencies which is essential to be successful in the selected area of specialization in Hospitality operations.	