

Master of Business Administration (Specialisation: Hospitality and Tourism) – LM509 (Subject to Approval)

This programme addresses the design and implementation of sustainable strategies for the survival of tourism sector in this highly competitive global industry. Specifically, this programme seeks to develop the student's (1) understanding of key forces and actors within the tourism arena, and (2) ability in creating, developing and sustaining a differentiated service quality culture in the tourism industry in order to gain sustainable tourism centrality.

1. Objectives

The objectives of the MBA Hospitality and Tourism Program are:

- (i) to provide advanced educational opportunities for improving the practice of management in the private and the public tourism and hospitality sectors of the economy;
- (ii) to prepare managers to assume key positions of responsibility and perform in a wide variety of specific assignments within tourism and hospitality organisation;
- (iii) to enhance the capacity for decision making and problem-solving, innovation and creativity; and
- (iv) to enhance professionalism in *Managerial* practice through:
 - understanding the implications of an increasingly global economy and the changing legal, ethical, cultural and political environments of business;
 - acquiring knowledge of management techniques and applying them to practical situations;
 - developing the ability to identify problems and foster the skills to find solutions;
 - developing the ability to integrate knowledge acquired across functional areas and disciplines;
 - managing human and material resources in a culturally diverse and rapidly changing technological world; and
 - fostering the spirit of creativity and entrepreneurship required to cope with complex situations in a rapidly changing environment.

2. General Entry Requirements

Successful completion of an undergraduate degree with

- at least a Second Class or 50%, whichever is applicable or
- a GPA not less than 2.5 out of 4 or equivalent, from a recognised higher education institution.

OR alternative qualifications acceptable to the University of Mauritius.

3. Programme Requirements

- A Bachelor's Degree with at least Second Class
- Preference will be given to candidates with two years' relevant professional work experience

4. General and Programme Requirements – Special Cases

The following may be deemed to have satisfied the General and Programme requirements for admission:

- (i) Applicants who do not satisfy any of the requirements as per Regulations 2 and 3 above but who submit satisfactory evidence of having passed examinations which are deemed by the Senate to be equivalent to any of those listed.
- (ii) Applicants who do not satisfy any of the requirements as per Regulations 2 and 3 above but who in the opinion of Senate submit satisfactory evidence of the capacity and attainments requisite to enable them to pursue the programme proposed.
- (iii) Applicants who hold a full practising professional qualification obtained by examination.

5. Programme Duration

	Normal (Years)	Maximum (Years)
Master's Degree:	2	4
Postgraduate Diploma:	2	4

6. Credits Per Year: Minimum 6 credits, Maximum 36 credits subject to regulation 5.

7. Minimum Credits Required for the Awards

Master's Degree:	42 credits
Postgraduate Diploma:	36 credits (without dissertation)

8. Assessment

Each module will carry 100 marks and will be assessed as follows (unless otherwise specified):

Assessment will be based on a written examination of 3-hour duration and continuous assessment carrying a range of 30 - 40% of total marks. Continuous assessment will be based on at least 2 assignment(s), and/or seminar presentations per module per year.

For a student to pass a module an overall total of 40% for combined continuous assessment and written examination components would be required without minimum threshold within the individual continuous assessment and written examination.

Each module of 45 hours carries 3 credits and each module of 90 hours carries 6 credits.

(1) Business Research Methods Module

The module **MGT 6001 Business Research Methods** will be assessed as follows:

- (i) Continuous assessment is 50% broken down as follows:
 - Literature review: 10%
 - Statistical Analysis: 15%
 - Research proposal: 25%
- (ii) Final written examination: 50%

(2) Practitioners Workshops

Practitioners Workshops shall be compulsory and will be conducted seminar style. These workshops will be non-examinable 1 credit 15 hrs modules. As part of the assessment students will be required to submit a report of 2000 – 2500 words. **Students will be assigned Grade “S” upon satisfactory attendance and performance in these workshops in order to be eligible for the award of the degree.**

(3) Residential Seminar

During year 2, a Residential Seminar **will be** organised by the Faculty. Students should compulsorily attend and actively participate in the Residential Seminar whenever organised and:

- (i) Students will be required to submit a report of not less than 1200 words to their Programme Coordinator after attendance and participation;
- (ii) Seminar attendance and the report shall be assessed by the Programme Coordinator
- (iii) Attendance at **all sessions of the Seminar is compulsory** and failure to do so would entail non-award of the MBA degree and
- (iv) Grade ‘S’ assigned upon satisfactory performance as well as attendance at all sessions of the Seminar, in order to be eligible for award of the degree.

9. Dissertation

Dissertation will carry 6 credits and it is crucial that students attend all lectures on Business Research Methods Module to be properly equipped to produce good dissertations. Assessment will also include performance at *viva-voce*.

Submission Deadlines for Dissertation

First Draft: End of July in the Final Year.

Final Copy: Last working day of August in the Final Year.

10 Specific Regulations

If CPA < 40, at the end of 2 consecutive semesters, the registration of the student will be terminated.

11. Important Note

The rules as stipulated in this Programme Structure and Outline Syllabus will replace all other rules and regulations.

12. List of Modules

Code	Module Name	Hrs/Wk L+P	Credits
<u>CORE</u>			
DFA 6127	Business Accounting & Finance	3+0	3
MGT 6001	Business Research Methods	3+0	3
MGT 6002	Corporate Ethics & Governance	3+0	3
MGT 6004	Managing Human Resources	3+0	3
MGT 6005	Marketing Management	3+0	3
MGT 6006	Managing Production & Operations	3+0	3
MGT 6294	Strategic Management for Hospitality and Tourism	3+0	3
MGT 6295	Sustainable Development in the Hospitality Industry	3+0	3
MGT 6296	Tourism and Hospitality Dynamics	3+0	3
MGT 6000	Dissertation	-	6
MGT 6100	Residential Seminar	-	-
<u>ELECTIVES</u>			
MGT 6008	Business Economics	3+0	3
MGT 6297	Entrepreneurship for Tourism and Hospitality	3 + 0	3
MGT 6290	E Tourism	3 + 0	3
MGT 6298	Events and Meeting Management	3 + 0	3
MGT 6291	Tourist Behavior	3 + 0	3
<u>PRACTITIONERS WORKSHOP</u>			
MGT 6003	Negotiation and Communication Skills for Managers	-	1
MGT 6243	Health and Wellness Management	-	1
LAWS 4011	Legal Environment of Business	-	1

NOTE:

- 1) Modules carrying 3 credits will be examined at the end of the semester they are run.
- 2) The module Business Research Methods is an *examinable* module which carries 3 credits. The examination will account for 50% of total marks and continuous assessments will account for the remaining 50% distributed as per regulation 8 above.
- 3) There will be 3 Practitioners' workshops, the first in *Negotiation and Communication Skills for Managers*, the second in *Legal Environment of Business* and the third in *Health and Wellness Management*. Each workshop will be run seminar style and will be non-examinable 1-credit 15-hour module. Students will be required to submit a report of 2000-2500 words for assessment at the end of each workshop.
- 4) The above list of elective modules is not exhaustive.
- 5) The University may not offer any of the elective modules if a critical mass of students is not attained and may shift modules from semester 1 to semester 2 or vice versa, depending on availability of resources

13. Programme Plan MBA Specialisation Hospitality and Tourism

<u>YEAR 1</u>			
<u>CORE</u>			
Code	Module Name	Hrs/Wk	Credits
DFA XXX	Business Accounting & Finance ¹	3 + 0	3
MGT 6004	Managing Human Resources ¹	3 + 0	3
MGT 6005	Marketing Management ¹	3 + 0	3
MGT 6001	Business Research Methods ²	3 + 0	3
MGT 6002	Corporate Ethics & Governance ²	3 + 0	3
MGT 6006	Managing Production & Operations ²	3 + 0	3
<u>PRACTITIONERS WORKSHOP</u>			
MGT 6003	Negotiation and Communication Skills for Managers ¹	-	1
LAWS 4011	Legal Environment of Business ²	-	1
<u>YEAR 2</u>			
Code	Module Name	Hrs/Wk	Credits
<u>CORE</u>			
MGT 6295	Sustainable Development in the Hospitality Industry ¹	3 + 0	3
MGT 6296	Tourism and Hospitality Dynamics ¹	3 + 0	3
MGT 6294	Strategic Management for Hospitality and Tourism ²	3 + 0	3
MGT 6000Y	Dissertation	-	6
MGT 6100	Residential Seminar	-	-
<u>PRACTITIONERS WORKSHOP</u>			
MGT 6243	Health and Wellness Management ¹	-	1
<u>ELECTIVES</u>			
CHOOSE ONE ELECTIVE			
MGT 6008	Business Economics	3 + 0	3
MGT 6297	Entrepreneurship for Tourism and Hospitality ²	3 + 0	3
MGT 6290	E Tourism ²	3 + 0	3
MGT 6298	Events and Meeting Management ²	3 + 0	3
MGT 6291	Tourist Behavior ²	3 + 0	3

NOTE:

- 1) ¹ – Module normally run in Year 1 Semester 1, subject to availability of resources
- 2) ² – Module normally run in Year 1 Semester 2, subject to availability of resources
- 3) ³ – Module normally run in Year 2 Semester 1, subject to availability of resources
- 4) Modules carrying 3 credits will be examined at the end of respective semesters they are run.
- 5) Practitioners Workshops are compulsory and non-examinable.
- 6) The above list of elective modules is not exhaustive.
- 7) The University may not offer any of the elective modules if a critical mass of students is not attained and may shift modules from semester 1 to semester 2 or vice versa, depending on availability of resources

14. Outline Syllabus

CORE MODULES

DFA XXX – BUSINESS ACCOUNTING & FINANCE

The module presents and applies concepts and techniques of business accounting and finance. Topics covered will include: The Financial Accounting Section: Nature and Purpose of Accounting including Basic Concepts; Accounting Recording and systems; Preparation of Financial Statements; Reporting Financial Performance; Financial Reporting issues including creative accounting. The Cost Accounting Section: Role of Management Accounting in a Wide Range of Sectors, including Manufacturing and Service; Cost Classification and Behaviour – Materials, Labour, Overheads; Costing Methods – Marginal, Absorption and Activity-based costing; Cost Volume Profit Analysis and Relevant Costing; Introduction to Budgeting and Budgetary Control; Financial Performance in the Private Sector; Non-Financial Performance indicators of Business; The Finance Section: Basis of Financial Decision Making v/s Role of Accounting Profit; Basic Valuation of Equities and Bonds; Time Value of Money (Present Values and Wealth); Concept of FCFs and the Cost of Capital; Traditional Methods of Investment Appraisal (NPV, IRR, Payback, ARR).

MGT 6001 - BUSINESS RESEARCH METHODS

The module introduces the foundations of research methods and makes the connection between business research theory and practice. Topics covered will include: Introduction to Business Research - Research in Business, Scientific Thinking, The Research Process, The Research Proposal; Ethics in Business Research; The Design of Research - Design Strategies, Measurement, Scaling Design, Sampling Design; The Sources and Collection of Data - Secondary Data Sources, Survey Methods: Communicating with Respondents, Instruments for Respondent Communication, Observational Studies, Experimentation, Introduction to Qualitative Research: Protection of Human Subjects; Interviews; Ethnography and Participant Observation; Participatory Action Research; Participatory Design; Focus Groups and Visual Methods, Analysis and Presentation of Data - Data Preparation and Preliminary Analysis, Hypothesis Testing, Measures of Association, Multivariate Analysis: An Overview and Presenting Results: Written and Oral Reports

MGT 6002 - CORPORATE ETHICS AND GOVERNANCE

The module examines the ethical issues confronting people at work in organizations and explores the basics of corporate governance and stakeholder accountability. Topics covered will include: Origins of Ethics; Ethics and Business Decision-Making; Moral Issues in Business Context; The Social Responsibility of Business; Absolutism vs. Relativism; Kantian Ethics; Notions of Utility, Rights, Justice, and Caring; Stakeholder and Stockholder Principles; Individual vs. Corporate Ethics; The Concept of Bribery; Bribery in Business; Morality in International Context; Ethics in the Marketplace; Ethics and The Environment. Corporate Governance Framework and Structure, Compliance and Enforcement; Role and Function of the Board of Directors, Board committees, Accountability and Responsibility, Communication and Disclosure, Integrated sustainability Reporting

MGT 6004 – MANAGING HUMAN RESOURCES

The module focuses on human resources concepts and processes and further explores how to plan the effective management of human resources in organizations. Topics covered will include: History, Evolution and Developments; Comparison between HRM and Personnel Management; HRM models; D. Guest, Harvard model, etc. Culture and Change Management in HRM; Strategic Human Resource Management. Tenets of HRM; Human Resource Strategy; Human Resource Planning; Recruitment and Selection. Tenets of HRM - Human Resource Development; Training and Development; Performance Management; Management development; Employee Development and self-development; Career development; Tenets of HRM; Employee Relations (ER); Perspectives in ER; Stakeholders in ER; ER practices; Reward management; International HRM and Comparative HRM; HRM and IT.

MGT 6005 - MARKETING MANAGEMENT

The module introduces the foundation of marketing management and its key concepts: the Marketing Concept, Customer Satisfaction and Customer Value. Topics covered will include: evolution in Marketing Management philosophy; the marketing environment (Internal and External environment); the marketing research process; Consumer and Business buying behaviour; Market segmentation, positioning and

targeting; The Marketing mix: product, price, promotion and distribution strategy of firms; Social Responsibility and green marketing.

MGT 6006 – MANAGING PRODUCTION & OPERATIONS

The module explains the key concepts and the necessary tools & techniques required to deal with decision making, scheduling, planning and controlling in the Production/Operations field. Topics covered will include: Production/Operations Systems; Production/Operations Strategy; Aggregate Planning; Short-term Scheduling; Forecasting Techniques; Inventory Management; Introduction to Quality Management, Quality Assurance; Plant Layouts; Project Management; Transportation Models.

MGT 6294 - STRATEGIC MANAGEMENT FOR TOURISM AND HOSPITALITY

The module explores the strategic approaches in the tourism industry. Topics covered will include: Introduction to strategic planning and management; The external environment; The internal environment; Internal analysis; Corporate level strategies; Business level strategies; Functional level strategies; Global strategies; Strategic leadership and organizational culture; Managing strategic change; Organizational structure; Strategic control

MGT 6295 - SUSTAINABLE DEVELOPMENT IN THE HOSPITALITY INDUSTRY

The module focuses on sustainable development strategies in the tourism arena. Topics covered will include: Sustainable Development Concept; the Triple Bottom line, Fair Trade; Aim of sustainable development; Who is involved?; UN, Governments, NGOs, Corporations, Individuals; Sustainable development in the corporate Hospitality world; Strategy to implement Sustainable development in the hospitality industry – vision, mission, values, strategy, communication, economic sustainability; good governance, sustainable principles in developing revenues & cost savings, R&D budget; social responsibility; support to local charities/communities, diversity/inclusion, employees education & training, promote local crafts, create awareness among guests; Environment sustainability; waste reduction, water conservation, renewable energy consumption, paperless environment, recycling, green development, planning regulations etc.

MGT 6296 - TOURISM AND HOSPITALITY DYNAMICS

The module presents the dynamics in the tourism and hospitality sector. Topics covered will include: Understanding the tourism and hospitality industry; Tourism and hospitality demand and supply Sustainable Tourism; Tourism impacts; Tourism Planning and Development; Community based tourism planning; Role of government; Levels of tourism planning; Seasonality Issues; Market trends in the tourism and hospitality sector; Hotel classification; Tourism and hospitality marketing and management

ELECTIVES

MGT 6008 - BUSINESS ECONOMICS

This module aims to provide students with the analytical tools required to understand the micro and macro economic environment within which businesses function and how this has direct relevance to the decision-making processes of managers. The course content includes: **Production and Investment analysis** - microeconomic techniques are used to analyze production efficiency, investment-consumption model, optimum factor allocation, costs, economies of scale and to estimate the firm's cost function. **Pricing analysis** - microeconomic techniques are used to analyze various pricing decisions including transfer pricing, joint product pricing, price discrimination, price elasticity estimations, and choosing the optimum pricing method; **Types of market structure** – perfect competition, monopolistic competition, oligopolistic competition; nature and sources of competitive advantage; market failure and government intervention; **Relevance of Macroeconomic policy to the operational strategies of a firm** - fiscal, monetary and income policies; the nature and effects of economic growth, unemployment and inflation; an analysis of the determination of interest rates, foreign exchange rates and the balance of payment accounts, international business environment, globalization, multilateralism and regionalism and FDI. International Economic and Business Law.

MGT 6297 - ENTREPRENEURSHIP FOR TOURISM AND HOSPITALITY

The module explores the importance of entrepreneurial strategies for the tourism and hospitality sector. Topics covered will include: Understanding the Conceptual basis of Tourism; Introduction and Overview to the Entrepreneur and Entrepreneurial Process; Sustaining Creative Entrepreneurship: the Role of Innovation Systems; Women Empowerment Entrepreneurship Nexus in Tourism; Entrepreneurs,

Institutions and Institutional Entrepreneurship; Entrepreneurship and Innovation in Tourism; Entrepreneurial Crafts and Tourism Industry; Tourism Entrepreneurship and Regional Development; Entrepreneurial Wildlife Exploitation; Bridging the Global local divide; Building institutional, economic and social capacities; The public policy context of Tourism Entrepreneurship; ICT for Entrepreneurship and SMTEs; Access to Finance; Tourism Distribution from Structure to Strategy; Understanding and Influencing the Entrepreneurial intention of Tourism Students

MGT 6290 - E-TOURISM

The module examines the impact of e-business technologies in the tourism and hospitality sector. Topics covered will include: Influence of e-business technologies on the tourism and hospitality industry; Quality hospitality and tourism website design elements; Successful website management; ICTs tourism and hospitality development; Demand driven e-tourism; E-airlines; E-hospitality; E-travel agencies; E-destinations; IT security in the tourism and hospitality industry; Electronic payment system; Future developments in IT and the changing tourism and hospitality environment; Technology and Sustainable Development.

MGT 6291 - TOURIST BEHAVIOR

The module explores the essence of tourist behavior in the tourism arena. Topics covered will include: Understanding Behavior of Travelers; Tourist Motivation; Push and Pull Framework; Destination Image; Changing Attitudes and Perceptions of Tourists; Travel Decision Making Process; Tourist Satisfaction; Destination Loyalty; Group and Cultural Influences on Travel Behavior; Understanding the Tourist Experience; Responsible Behavior for Sustainable Tourism; Pro-environmental Behavior

MGT 6298 - EVENTS AND MEETING MANAGEMENT

Introduction to events and meetings historical perspective, current size and scope of the industry, overview of; individual sectors, industry infrastructure and key players, relation to business; and leisure travel; Elements of the meeting management versus event management process, overall structure and timelines, national versus international management; considerations; Budgeting and Negotiation; Negotiation strategies, Budget items and budget preparation; Legal Considerations; Elements of a contract, key contract clauses, types of contracts; Marketing and Promotion
Attendance Promotion and Exhibit space sale - Marketing objectives; marketing; plan, promotional plan, tools and strategies

PRACTITIONERS WORKSHOP

MGT 6003 - NEGOTIATION AND COMMUNICATION SKILLS FOR MANAGERS

The workshop provides a broad analytical approach to effective negotiation and communications in business enterprises. Topics covered will include: Effective Communication; Negotiation Concept Skills; Persuasion Skills, Emotional Intelligence; Nature of Negotiations; Role of Power for Improving Negotiation Relationships and Conflict Management

LAW 4011 - LEGAL ENVIRONMENT OF BUSINESS

The workshop focuses on issues related to the law of business in all its forms: agency, partnerships, limited partnerships and corporations. Topics covered will include: Business and Product Liability, IPR, General Legal Risk Management Issues, Reviewing Real-World Legal. Topics and Case Studies will be supplemented.

MGT 6243 - HEALTH AND WELLNESS MANAGEMENT

The workshop presents the key aspects of health and wellness management approaches in organization. Topics covered will include: Occupational Health and Safety, Legislation and Policy, Hazards and Risk Management, Importance of Diet and Exercise, Nutrition, Prevalence of NCDs and Cardiovascular Problems, Obesity. Stress Management, Spirituality at the Workplace. Grooming, Burnout, Worklife Balance, Welfare & Recreational Facilities.

DISSERTATION AND RESIDENTIAL SEMINAR

MGT 6000Y – DISSERTATION

The dissertation will allow the student to explore in depth an area or an issue related to particular interests. It will draw upon relevant concepts and techniques introduced during the taught part of the course and will seek to combine the theory and practice of management through the completion of a substantial and relevant in-depth piece of work. Report of approximately 12,000 - 14,000 words.

MGT 6100 RESIDENTIAL SEMINAR

Students will be required to submit a report of not less than 1200 words to their programme coordinator after attendance and participation. Seminar attendance and the report shall be assessed by the Programme Coordinator. Grade 'S' will be assigned upon satisfactory performance to be eligible for the award of the degree.

March 2010