



Ph.D. in Hotel Management

PROGRAM CURRICULUM FOR COURSE WORK

Rationale of the program

A Ph.D. in Hotel Management is a research-based graduate degree program that teaches students to apply conceptual research methods to hotel management and other areas of hospitality. A doctoral degree program in hotel management prepares students for high-level careers in hospitality, restaurant and hotel management. Graduates with a PhD in Hotel Management develop skills in critical thinking, intensive research, data collection, and scholarly writing while pursuing scholarship and pedagogy. They gain a solid business background and study influencing factors in tourism and hospitality. Ph.D. graduates often pursue post-secondary hospitality teaching positions, independent research opportunities or management positions with national/ international hospitality corporations

Career opportunities

Most Ph.D. candidates seek research or teaching positions after receiving a doctorate degree in hospitality. These positions are research-intensive and require a solid understanding of hospitality trends and concepts. Common career options include:

- Post-secondary hospitality educator
- Hospitality administration researcher
- Chief executive officer for hospitality organization

Ph.D. Program Educational Objectives (PEO)

The objectives of the Ph.D. program will allow students to:

- Develop substantive knowledge in their area of specialization.
- Master the analytical and methodological skills required to evaluate and conduct research in their area of specialization and related areas.

- Design and conduct original research in their area of specialization.
- Demonstrate the ability to communicate the results of their research in a clear and effective manner.
- Demonstrate an ability to work effectively with other people from various ethnic, educational, and work experience backgrounds.
- Demonstrate an understanding and concern for the high ethical standards in business research, teaching, and service.
- Demonstrate the ability to teach college-level courses in their area of specialization.

PhD Program Outcomes (PO)

- Graduates will demonstrate a detailed knowledge of their areas of specialization.
- Graduates will master the analytical/methodological skills needed to evaluate and conduct research in their areas of specialization.
- Graduates will demonstrate their ability to design and conduct original research in their chosen fields of specialization.
- Graduates will be able to teach college-level courses in their areas of specialization.
- Graduates will be able to communicate the results of their research in a clear and effective manner.

Ph.D. IN HOTEL MANAGEMENT COURSE WORK CURRICULUM

Sr. No	Course Code	Course Name	Periods			Credits
			L	T	P	
1	PHDHM 101	Research Methodology	4	0	0	4
2	PHDHM 102P	Statistical packages for research in Hospitality Management	0	0	4	2
3	PHDHM 103	Research and Publication Ethics	2	0	0	2
4	PHDHM 104S	Seminar on Review Writing	-	-	-	2
		Electives				
5	PHDHM 105A	Human Resource Management in Hotels and Hospitality	4	0	0	4
6	PHDHM 105B	Hotels and Hospitality Marketing Management				
Total credits			10	0	2	14
Total Contact Hours			14			

Ph.D. in Hotel Management

PROGRAM SYLLABI

Course: RESEARCH METHODOLOGY			
Course Code: PHDHM 101	L T P	0 0 4	Credits: 4

OBJECTIVE	The purpose of this course is to enable the students understand the fundamentals of research methodology and use them in their research endeavor.		
LEARNING OUTCOME	<p>At the end of successful completion of the course, student will be able to understand:</p> <p>CO1 The basic concepts of research and its methodologies, identify appropriate research topics, select and define appropriate research problem and parameters</p> <p>CO2 Prepare a project proposal (to undertake a project)</p> <p>CO3 Organize and conduct research in a more appropriate manner, writing research report and thesis.</p>		
COURSE DETAILS	Module no	Topic	Hours
	1.	<p>Introduction</p> <p>Scientific investigation, Statistics in scientific inquiry, Basic research, Development and applied research, Starter terminology, Research design and internal validity, Research strategy: qualitative and quantitative, The research process, Planning a research project and formulating research questions, Structuring the research proposal, Review of literature, Issue of plagiarism, Case study approach.</p>	8
	2.	<p>Measurement and Scaling</p> <p>Theory of measurement, Comparative scaling, Primary scales of measurement, Non-comparative scaling, Questionnaire design: Questionnaire design process, Focus group discussion, Pre-testing questionnaire, Construct validity and reliability.</p>	6
	3.	<p>Sample Design and Data Collection</p> <p>Census and sample, Sampling design process and external validity, Classification of sampling techniques: probability and non-probability sampling techniques, Sample size determination, Data collection process, Online data collection, and Interaction content on web.</p>	6

	4.	Descriptive Statistics Data preparation, Data analysis strategy and conclusion validity, Measures of Central Tendency, Measures of Dispersion-range, Quartile Deviation, Mean Deviation, Standard Deviation, Skewness & Kurtosis, Probability concepts, Theoretical Distributions: Binomial Distributions, Normal Distribution, and Poisson distribution, Correlation and Covariance, Statistical software packages.	14
	5.	Inferential Statistics and Multivariate Methods Sampling Distribution, 1-Sample Kolmogorov-Smirnov, z-test, Test of significance, t-test, Analysis of Variance(ANOVA), Simple linear regression, Multivariate regression, Moderation and mediation, Classification methods, Logistic, Binary, Probit, Factor Analysis, Cluster Analysis, Multi-Dimensional scaling, MANOVA, Structured Equation Modelling.	16
	6.	Nonparametric Statistics Chi-Square Distributions, Wilcoxon rank-sum test and Mann-Whitney test, Kruskal-Wallis test, Rank Correlation, Goodness-of-Fit Tests.	6
	Total		56
SUGGESTED READING	<p>Textbooks</p> <ul style="list-style-type: none"> • Saunders; <i>Research Methods for Business Students</i>; Pearson Education • William M.K. Trochim; <i>Research Methods</i>; Bizantra <p>Reference Books</p> <ul style="list-style-type: none"> • V. Kumar; <i>International Marketing Research</i>; Prentice Hall of India • Hair, Anderson, Tatham and Black; <i>Multivariate Data Analysis</i>; Pearson Education • Michael, S. Lewis-Beck, Bryman, Alan E. and Tim, Futing Liao; <i>The Sage encyclopedia of Social Science Research Methods</i>; Sage Publications • Sherri, L. Jackson; <i>Research Methods: A Modular Approach</i>; Thomson Wadsworth • Yin, Robert K.; <i>The Case Study Anthology</i>; Sage Publications • Kaplan, David; <i>Structural Equation Modeling: Foundations and Extensions</i>; Sage Publications 		

Course: STATISTICAL PACKAGES FOR RESEARCH IN MANAGEMENT			
Course Code: PHDM 102P	L T P	0 0 4	Credits: 2

OBJECTIVE	To enable the students to choose appropriate experimental and sampling designs, use elementary statistical methods to analyze data and draw inferences, use SPSS statistical software, and write statistical reports using correct terminology, analysis, and graphs.		
LEARNING OUTCOME	CO1 understand how to start SPSS CO2 define a variety of statistical variables CO3 enter basic data into SPSS CO4 carry out a statistical analysis that can test hypotheses.		
COURSE DETAILS	Module no	Topic	Hours
	1	SPSS-An Overview Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, Creating and editing a data file, Importing data from Excel files.	4
	2	Data Management using SPSS: Listing cases, Replacing missing values, Computing new variables, Recording variables, Exploring data, Selecting cases, Sorting cases, Merging files, Questionnaire design for data entry, Types of scales, Selecting cases, Recoding variables, Creating new variables, Treatment of missing data, Merging files, Reliability analysis of data and Scales, Data cleaning: finding and treating outliers, Levene’s test for homogeneity of variances	5
	3	Inferential Statistics and Multivariate Analysis using SPSS Sampling Distribution, 1-Sample Kolmogorov-Smirnov, z-test, Test of significance, t-test, Analysis of Variance(ANOVA), Simple linear regression, Multivariate regression, Moderation and mediation, Classification methods, Logistic, Binary, Probit, Factor Analysis, Cluster Analysis, Multi-dimensional scaling, MANOVA.	6
	4	Nonparametric Statistics Chi-Square Distributions, Wilcoxon rank-sum test and Mann-Whitney test, Kruskal-Wallis test, Rank Correlation, Goodness-of-Fit Tests	6
	5	Structural Equation Modelling with AMOS Overview, Causality, Background, SEM basics, SEM estimation, Testing Fit, Non-recursive models, Meas Models/CFA Spring break Hybrid models, SEM strategies, Traps, Categorical Data Special Models	6
	Total		28

<p>SUGGESTED READING</p>	<p>Textbooks</p> <ol style="list-style-type: none"> 1. Andy Field; Discovering Statistics using IBM SPSS Statistics; Sage Publications 2. Bryman, Alan and Duncan Cramer; Quantitative Data Analysis with SPSS for Windows: A Guide for Social Scientists; McGraw Hill <p>Reference Books</p> <ol style="list-style-type: none"> 1. Sweet Stephen A.; Data analysis with SPSS; Allyn and Bacon 2. Barbara M. Byrne; Structural Equation Modeling with AMOS: Basic Concepts, Applications and Programming; Routledge
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Course: RESEARCH AND PUBLICATION ETHICS			
Course Code: PHDHM 103	L T P	0 0 4	Credits: 2

OBJECTIVE	This course has total 6 units focusing on basics of philosophy of science and ethics, research integrity, publication ethics. Hands-on-sessions are designed to identify research misconduct and predatory publications. Indexing and citation databases, open access publications, research metrics (citations, h-index, Impact Factor, etc.) and plagiarism tools will be introduced in this course.		
LEARNING OUTCOME	<p>CO1 To be able to describe and apply theories and methods in ethics and research ethics</p> <p>CO2 To acquire an overview of important issues in research ethics, like responsibility for research, ethical vetting, and scientific misconduct.</p> <p>CO3 To acquire skills of presenting arguments and results of ethical inquiries.</p>		
COURSE DETAILS	Module no	Topic	Hours
	1	PHILOSOPHY AND ETHICS <ul style="list-style-type: none"> Introduction to philosophy: definition, nature and scope, concept, branches Ethics: definition, moral philosophy, nature of moral judgments and reactions 	4
	2	SCIENTIFIC CONDUCT <ul style="list-style-type: none"> Ethics with respect to science and research Intellectual honesty and research integrity Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP) Redundant publications: duplicate and overlapping publications, salami slicing Selective reporting and misrepresentation of data 	4
	3	PUBLICATION ETHICS <ul style="list-style-type: none"> Publication ethics: definition, introduction and importance Best practices / standards setting initiatives and guidelines: COPE, WAME, etc. Conflicts of interest Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types Violation of publication ethics, authorship and contributor ship Identification of publication misconduct, complaints and appeals Predatory publishers and journals 	7
	4	OPEN ACCESS PUBLISHING <ul style="list-style-type: none"> Open access publications and initiatives SHERPA/RoMEO online resource to check publisher copyright 	4

		& self-archiving policies <ul style="list-style-type: none"> • Software tool to identify predatory publications developed by SPPU • Journal finder/journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggested, etc. 	
	5	PUBLICATION MISCONDUCT (A) Group Discussions (2 hrs.) <ol style="list-style-type: none"> 1. Subject specific ethical issues, FFP, authorship 2. Conflicts of interest 3. Complaints and appeals: examples and fraud from India and abroad (B) Software tools (2 hrs.) Use of plagiarism software like Turnitin, Urkund and other open source software tools	4
	6	DATABASES AND RESEARCH METRICS <ul style="list-style-type: none"> • Databases (4 hrs.) <ol style="list-style-type: none"> 1. Indexing databases 2. Citation databases: Web of Science, Scopus, etc. • Research Metrics (3 hrs.) <ol style="list-style-type: none"> 1. Impact Factor of journal as per Journal Citation Report, SNIP, SIR, IPP, Cite Score 2. Metrics: h-index, g index, i10 index, altmetrics 	7
	Total		30

SUGGESTED READING	<ul style="list-style-type: none"> • The Student's Guide to Research Ethics, By Paul Oliver, Open University Press, 2003 • The Ethics of Teaching and Scientific Research By Miro Todorovich; Paul Kurtz; Sidney Hook Prometheus Books, 1977 • Research Ethics: A Psychological Approach by Barbara H. Stanley; Joan E. Sieber; Gary B. Melton University of Nebraska Press, 1996 • Lost Paradises and the Ethics of Research and Publication By Francisco M. Salzano; A. Magdalena Hurtado Oxford University Press, 2004.
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Course: SEMINAR ON REVIEW WRITING			
Course Code: PHDHM 104S	L T P	0 0 0	Credits: 2

OBJECTIVE	The main objective of this course is to undertake a thorough review of available literature on the topic selected by the research scholar		
LEARNING OUTCOME	<p>CO1 With this course, research scholar will become familiar with and learn to identify the most relevant textbooks, reviews, papers and journals for their research topics.</p> <p>CO2 During the course, research scholar will also learn how to critically read and assess research papers and reviews.</p> <p>CO3 The reviewing will point to research gaps that will help research scholar to operationalize them into feasible research questions.</p>		
COURSE DETAILS	Module no	Topic	Hours
		The research scholar will review the important studies conducted at the national and international level either by individuals or organizations including government agencies and present the methodology adopted and important findings emerged from these studies. Based on this review of literature the researcher will identify the research gaps existing in the available literature and thus justifying the need for the present study. The researcher is supposed to follow the pattern adopted in the standard national and international research journals.	28
	Total		28

Course: HUMAN RESOURCE MANAGEMENT IN HOTELS AND HOSPITALITY			
Course Code: PHDHM 105A	L T P	0 0 4	Credits: 2

OBJECTIVE	This course reveals how Human Resource Management works in hotel through various training and recruitment practices adopted by Human resource department in the hotel. it elaborates on the employee's motivational & different theories that have been applied in this field.		
LEARNING OUTCOME	A student who successfully completes the course will be able to understand CO1 The concept and importance of Human resource management. CO2 Various recruitment policies. CO3 Theories applied in Human resource management. CO4 Employee behaviour CO5 Organization cultural.		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction to Human Resource Management <ul style="list-style-type: none"> • Introduction, Definition & Concept. • Growth Drivers in India, Importance of HRM • Hospitality Industry Characteristics, Human Resource Roles, HR Challenges. • Manpower Planning, Process, Managing Workers 	6
	2	Recruitments, Learning & Development, Performance Appraisal <ul style="list-style-type: none"> • Recruitments, Introduction, Concept, Sources, what to look for in prospective candidates, • Recruitments Policy and Techniques. Learning & Development, Introduction, Concept, Functions, Training Cycle, Evaluation, Methods, Organizational Culture & Training. • Performance Appraisal -Introduction, Purpose, Process, Challenges, Underlying Theories, Balance Score Card, • The360 Degree Feedback System, Managing Employee Performance 	12
	3	Employee Motivation, Compensation & Benefit Management: <ul style="list-style-type: none"> • Employee Motivation, Concept, Various Motivation Theories (Maslow's Theory, Herzberg's Theory, Adam's Equity Theory, B.F Skinners Reinforcement Theory) • Motivating Employees & Measurement. • Compensation & Benefits: Policy, Components, Determinants, Theories, • Employee Compensation Practices in India. 	12
	4	Job Satisfaction, Organizational Culture, Disciplinary Action <ul style="list-style-type: none"> • Introduction, 	10

	<ul style="list-style-type: none"> • Theories of Motivation. • Correlates of Job Satisfaction, Importance of Job Satisfaction, Measuring Job Satisfaction. • Organizational Culture: Introduction, Observational Aspects, Functions, Cultural Models, Positive or Negative Organizational Cultures, Managing and Changing Organizational Cultures. • Disciplinary Action: Introduction, Principles of Natural Justice, Counseling, Disciplinary Guidelines, Disciplinary Process, Charge Sheet 	
5	Performance Management Strategies <ul style="list-style-type: none"> • Difference between Performance Management and Performance Appraisal. • Purpose and Objectives of Performance Management, • Benefits of Performance Management, • Process, Methods of Assessment, • Problems with PMS and Performance Related Pay. • Ways of Rewarding Employees, • 360 Degree • Feedback 	8
6	Human Aspect of Strategies Implementation: <ul style="list-style-type: none"> • Organization Culture, • Culture and Leadership, • Human Side of Merger and Acquisition, • Organizational Power and Politics. 	8
Total		56

SUGGESTED READING	<ul style="list-style-type: none"> • Human Resource Development & Management in the Hotel Industry – S.K. Bhatia, Nirmal Singh • Principal and Techniques of Personnel Management Human Resource Management – Dr. Jagmohan Negi • Human Resource Development Practice in Travel and Tourism – S.C. Bagri • Human Resource Management in Hospitality – Malay Biswas
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Course: HOTELS AND HOSPITALITY MARKETING MANAGEMENT			
Course Code: PHDHM 105B	L T P	4 0 0	Credits: 4

OBJECTIVE	The students undertaking this course should be able to understand the Role and importance of sales & marketing in Hotel Operations. The students will also get the basic knowledge of changing market dynamics & consumer behavior.		
LEARNING OUTCOME	A student who successfully completes the course will be able to: CO1 Practice the marketing concepts in Hospitality sector. CO2 Differentiate between sales & marketing. CO3 Become responsive towards changing trends of market. CO4 Utilize marketing tools effectively when needed.		
COURSE DETAILS	Module no	Topic	Hours
		Introduction to Hospitality Marketing A. Meaning, Definition and Concept of Marketing B. Nature and Scope C. Features/ Characteristics D. Marketing Management i. Definition ii. Philosophies and pillars of Marketing management E. Introduction to 7 P's of Marketing mix F. Factors effecting business environment Changing trends of market globally in hospitality industry.	20
		Consumer Behaviour A. Concept of Consumer Behaviour B. Consumer Behaviour model C. Consumer decision making process D. Factors affecting Consumer Behaviour i. Cultural ii. Social iii. Personal Psychological	8
		Market Segmentation A. Definition & Need for Market Segmentation B. Basis for Segmentation – i. Geographic ii. Demographic iii. Behavioral Psychographics	8
		Hospitality Product • Definition	8

	<ul style="list-style-type: none"> • Levels of Product, Hospitality products • Branding, Types of branding • New Product Development, Product Life Cycle • Product Differentiation 	
	<p>Distribution</p> <ul style="list-style-type: none"> • Definition and Importance of Distribution system • Channel levels of Distributions • Intermediaries for Hospitality Industry <ol style="list-style-type: none"> Travel Agents and Tour Wholesalers Hotel Representatives National/ Regional/ Local/ Tourist agencies CRS/INTERNET based Reservation Systems • Modern methods of Distribution <ol style="list-style-type: none"> Franchising Alliances etc. <p>Location of services</p>	10
	<p>Promotion</p> <ul style="list-style-type: none"> • Definition and characteristics of promotion tools • M's of Advertising • Various Sales promotion tools used in hotels & their application • Publicity and Public relation - Tools and opportunities in the Hotel Industry • Principles of Personal Selling <p>Direct Marketing, Telemarketing and internet</p>	10
	Total	

SUGGESTED READING	<ul style="list-style-type: none"> • Marketing for Hospitality & Tourism - Philip Kotler, Bowen & Makens Prentice- Hall Inc • Hotel Marketing -S.M.Jha -Himalaya publishing House – Mumbai • Hospitality Marketing -Neil Wearne - Hospitality Press Pvt Ltd. – Australia
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