

**DOCTOR OF MANAGEMENT PROGRAM
IN HOSPITALITY AND TOURISM MANAGEMENT**

หลักสูตรการจัดการดุษฎีบัณฑิต สาขาวิชาการจัดการการบริการและการท่องเที่ยว

Philosophy and Objectives

1. Philosophy

Tourism is a dynamic industry which consists of diverse yet inter-related entities. To manage this important industry, many nations have paid much attention to develop their human capital whose skills must be adequately advanced and who have capacities to deal with any complex issues. Being a newly emerging discipline, tourism studies encompass many challenging research questions. There is no doubt that, when properly oriented, tourism becomes an opportunity for dialogue between cultures and a valuable service to peace. By its very nature, tourism contains elements which prepare for this dialogue. Tourism is a privileged occasion for this dialogue between civilizations because it summons the traveler to appreciate history and the social, religious and spiritual traditions which history has shaped; and because it favors an ever deepening exchange of the existence between people. Thus man can consider his/her own existence and others' through different eyes.

Our program is envisioned to develop tourism researchers and professionals who are well equipped with such a philosophical and technical understanding of this valuable and complex system. Systematic research and critical analysis will add to the body of knowledge which in turn will help tourism develop in a more sustainable manner. Based on these rationales, the following objectives are set.

2. Objectives

The program aims to produce graduates who possess the following qualities:

- (1) To Holistic perspectives enabling graduates to understand, assess, identify and articulate the functions and dynamics of tourism.
- (2) Excellence in designing and facilitating strategic thinking, visioning, planning, technology assessment, by using complex theories and their applications in leading, facilitating, implementing and managing hospitality and tourism related entities
- (3) Excellence in designing research frameworks to help identify and determine indicators with the use of qualitative and quantitative measures, action learning, action research methodologies and appropriate tools for sustainable tourism and hospitality management.
- (4) Deeper understanding of sustainability of the environment and ability to create a level of awareness and commitment to champion and promote the role of hospitality and tourism organizations and institutions with greater social responsibility and accountability for individual/institutional peace, harmony and prosperity.
- (5) Heightened awareness and commitment towards achieving hospitality and tourism management from advanced research-based perspectives.

3. Schedule of Implementation

First Semester, Academic Year 2008

4. Admission Qualifications

Admission to the program is considered for the applicant who fulfills the following entry requirements:

- Have at least 3 years of work experience in organisations in the area of interest and expertise.
- Hold a Master's Degree in related fields (MBA, Msc in tourism,) or equivalent degrees in any other fields, with GPA above 3.50 on scale of 4.00 or equivalent
- Obtain TOEFL score of 550 PBT or 213 CBT or an IELTS (Academic) overall band of at least 6.5 or GMAT score of 550. (The scores are valid for 2 years).

- Any applicant who does not obtain the required score must take the Entrance Examination in English.
- Submit two acceptable letters of recommendation from either former instructors or employers.
- Present a brief research proposal in the field of hospitality and tourism studies

5. Selection Criteria

- For applicants with a Master's Degree from other fields, admission will be granted only after they pass the oral entrance examination.
- All applicants must pass the research proposal examination.

6. Educational Management System

1. Semester System

Each academic year consists of two semesters. The teaching and learning process of each semester takes 15 weeks.

2. Credit values

Theoretical courses: 15 hours of lecture/discussion carries the value of 1 credit.

Dissertation: 45 hours of research carries the value of 1 credit.

7. Duration of Study

Student must complete all requirements for the degree within 6 years from the date of first enrollment.

8. Registration

Students can register for a maximum of 15 credits per semester.

9. Evaluation Criteria

1. Grading is based on a composite of final examination at the end of the semester, assignments, tests and quizzes, term projects or reports, and/or presentations.
2. Students will earn their final grade for each credit course at the end of the semester. The grade for each course will be entered on the student's transcript by using a letter grade to show the academic standing of the student with the following meanings and values:

Letter	Meaning	Value
A	Excellent	4.00
A-	Almost Excellent	3.75
B+	Very Good	3.25
B	Good	3.00
B-	Fairly Good	2.75
C+	Fair	2.25
C	Satisfactory	2.00
C-	Minimum Satisfactory	1.75
D	Poor	1.00
F	Failure	0.00
R	Course repeated later	--
S	Satisfactory	--
U	Unsatisfactory	--
W	Withdrawal with Permission	--
WF	Withdrawal with F	0
AU	Audit and non-credit	--
I	Incomplete	--
WP (IP)	Work in Progress	--
NR	No Report	
TR	Transferred Credits	--

3. A student attaining a grade below B in any course must re-take that course until a grade of at least B is attained.

Graduation Requirements

Assumption University confers the degree of Doctor of Management (Organization Development) upon students who meet all the requirements as follows:

1. Complete the total number of credits of the program
2. Achieve a cumulative grade point average of at least 3.00
3. Pass the Qualifying Examination
4. Pass the Foreign Language Test : English
5. Pass the dissertation oral defense
6. Have the dissertation published or obtain an acceptance for publication in a recognized journal or academic publication which have the peer review
7. Maintain proper conduct worthy of being a doctoral degree holder
8. Settle all financial obligations to the University
9. Fulfill the requirement of an out-of country fieldtrip

10. Curriculum

1. Number of Credits

The total number of credits of the program is 54 credits.

2. Curriculum Structure

	Credits
Required Course	9
Elective Courses	9
Dissertation	36
Total	54

3. Course Codes

- First Two Letters

TR stands for Tourism Management

- First Number

5 stands for Required courses

6 stands for Free Elective courses

9 stands for Dissertation courses

- Second, Third and Fourth Numbers stand for the Serial numbers of courses

4. Courses

Required Course

9 credits

Credits

TR 5900 Graduate Studies Skills	non-credit
TR 5901 Research Design and Methodology	3 (3-0-6)
TR 5902 Advanced Hospitality and Tourism Management	3 (3-0-6)
TR 5903 Contemporary Issues in Hospitality and Tourism Development	3 (3-0-6)

Elective Courses

15 credits

Credits

TR 6900 Advanced Destination Marketing	3 (3-0-6)
TR 6901 Advanced Strategic Tourism Planning	3 (3-0-6)
TR 6902 Advanced Theories in Organization and Development	3 (3-0-6)
TR 6903 Advanced Human Capitals Management in Hospitality and Tourism	3 (3-0-6)

TR 6904 Advanced Intercultural Communication	3 (3-0-6)
TR 6905 Advanced Tourist Behavior and Management	3 (3-0-6)
TR 6906 Strategic Information System	3 (3-0-6)
TR 6907 Seminar in Tourism and Hospitality Business Management	3 (3-0-6)
TR 6908 Leisure, Business & Event Tourism Management	3 (3-0-6)

Dissertation **36 credits**

TR 9100 Doctoral Dissertation I	9 (0-0-27)
TR 9101 Doctoral Dissertation II	9 (0-0-27)
TR 9102 Doctoral Dissertation III	9 (0-0-27)
TR 9103 Doctoral Dissertation IV	9 (0-0-27)

5. Study Plan

Each course is a research-based study. Candidates are expected to explore the topic from both professional and academic perspectives. Focus will be given to an analysis of case studies. Depth of the knowledge is gained through an extensive literature review of candidates' selected research area.

First Semester

Course Code	Course Title	Credits
TR 5900	Graduate Studies Skills	non-credit
TR 5901	Research Design and Methodology	3 (3-0-6)
TR 5902	Advanced Hospitality and Tourism Management	3 (3-0-6)
TR 5903	Contemporary Issues in Hospitality and Tourism Development	3 (3-0-6)
	Total	9 (9-0-18)

Second Semester

Course Code	Course Title	Credits
Elective Courses		9 (9-0-18)
	Total	9 (9-0-18)

Third Semester

Course Code	Course Title	Credits
TR 9100	Doctoral Dissertation I	9 (0-0-27)
	Total	9 (0-0-27)

Fourth Semester

Course Code	Course Title	Credits
TR 9101	Doctoral Dissertation II	9 (0-0-27)
	Total	9 (0-0-27)

Fifth Semester

Course Code	Course Title	Credits
TR 9102	Doctoral Dissertation III	9 (0-0-27)
	Total	9 (0-0-27)

Sixth Semester

Course Code	Course Title	Credits
TR 9103	Doctoral Dissertation IV	9 (0-0-27)
	Total	9 (0-0-27)

6. Course Description

Required Course

TR 5900 Graduate Studies Skills

non-credit

This subject introduces candidates to academic writing, reading, speaking skills. Components of doctoral studies, the degree of originality, depth of the analysis, thinking and problem-solving abilities will all be practiced to provide candidates a basis to develop research framework and topic. Library and database search will be introduced. Literature review, critical analysis, scientific research investigation will also be discussed and practiced throughout the course.

TR 5901 Research Design and Methodology

3 (3-0-6) credits

A study of research designs appropriate for basic and field research including methodology for implementing such designs. An analysis of various statistical methods for evaluating research data includes prospectus and manuscript writing and submission together with a critical review of various researches currently published. This course reviews the types of applied empirical research designs that can be used in tourism and hospitality settings. Differences between quantitative and qualitative research will be explored. The design and utilization of interview protocols focus groups, surveys, questionnaires, and observational methods of data collection and analysis. The concepts of sampling, means differences, validity and reliability, variance and tests of significance are addressed.

TR 5902 Advanced Hospitality and Tourism Management

3 (3-0-6) credits

This subject first examines the need for, and scope of, tourism planning and management. Particular attention is paid to the nature of tourism 'products', and market systems failure, which indicate management interventions. Particular analysis is undertaken on economic, environmental and socio-cultural models and processes of change. Various methods and models for tourism planning are then set against this systems based context. These are evaluated for their strengths and weakness, scale of application and relevance for developed or developing economies. The course includes the presentation of individual topics of interest such as sustainable tourism, eco-tourism, cultural and alternative tourism, or other specialized forms of tourism. Topics include tourism systems and planning imperatives, the evolution of tourism planning thoughts, marketing, economic planning or resource management, the need for and scope of tourism planning, assessing tourism's impacts: processes of change, economic impacts, physical impacts, socio-cultural impacts, methods and models for tourism planning, marketing perspectives, public participation and community based approaches, land-use approaches (including GIS) and sustainable tourism development.

TR 5903 Contemporary Issues in Hospitality and Tourism Development

3 (3-0-6) credits

This is a survey course on the various issues related to managing tourism and global businesses: the new world economic order, international organizations (OPEC, WTO, and others), ecology and resources, ideology and economic development, regionalism and globalism, competitive advantage of nations, and the operation of global firms. Learning about contemporary managerial issues related to lodging, dining, entertainment, and the development of mega-resorts for hospitality. An intensive agenda combines interactive forums with case studies.

Elective Courses

TR 6900 Advanced Destination Marketing

3 (3-0-6) credits

Prerequisite: Consent of Instructor

This course provides an introduction to the marketing geographical destinations and the economic/political impact of tourism on destinations. Topics include destinations evolution, visitor markets, destination branding, convention & visitor bureaus and other tourism entities, marketing plans and case studies in destination marketing programs.

TR 6901 Advanced Strategic Tourism Planning

3 (3-0-6) credits

Prerequisite: Consent of Instructor

Tourism management involves the planning and control of activity throughout the destination lifecycle to achieve the defined products or service within the constraints of time, budget, scope and quality. Topics include management environment and structures, management framework and processes, strategic scope planning, cost management, time management, quality management, risk management, human resource management, communications management, procurement management, integration management.

TR 6902 Advanced Theories in Organization and Development**3 (3-0-6) credits****Prerequisite: Consent of Instructor**

This course focuses on understanding and appreciating the central role of leadership in dealing with adaptive issues and challenges with socio-cultural-political dimensions as conflicting realities. It also explores the realities of change management through cultural diversity in global/local societies and in multi/national, national and local corporations, the underlying belief systems that define the perspectives and influence the behaviors of systems as well as the value of social equality in leading and managing change. The learners are expected to take a look at a tourism or hospitality organization from these perspectives and make an assessment of the challenges of organization development under such conditions.

TR 6903 Advanced Human Capitals Management in Hospitality and Tourism**3 (3-0-6) credits****Prerequisite: Consent of Instructor**

This course covers an extensive literature review of the strategies that enable companies to attract, develop, and retain high-quality employees; attention will be given to selection, compensation, performance appraisal, and career management. In each of these areas, the focus is on the return on the human-resource investment. Domains and definitions of Human Capitals from a tourism perspective will be revisited.

TR 6904 Advanced Intercultural Communication**3 (3-0-6) credits****Prerequisite: Consent of Instructor**

This course is an advanced study of intercultural communication, and involves a critical examination of theories of the relationship between culture and communication. It investigates the impact of culture on communication interaction between individuals of different cultural groups, in different cultures.

TR 6905 Advanced Tourist Behavior and Management**3(3-0-6) credits****Prerequisite: Consent of Instructor**

This subject aims to help students understand the reasons why people travel and the reasons why they behave as they do in tourist area destinations. This includes studying a whole range of factors such as motivations, attitudes, and past travel experiences which impact on people's decision to travel and their decisions as to where to go and what to do. It also emphasizes the social, cultural and environmental systems within which tourist behavior emerges and is expressed. TR 6905 is an advanced study of the human behavior and its management in relation to tourism; the cross-cultural nature of international tourism; and an evaluation of the methods used to manage tourist behavior.

TR 6906 Strategic Information System**3 (3-0-6) credits****Prerequisite: Consent of Instructor**

This course provides a strategic approach to the use of information systems in organizations. Students are introduced to the use of information systems as a means of achieving competitive advantage and for improving efficiency and effectiveness in business processes and managerial decision-making. Students learn to manage information as one of the key resources of an organization by planning, developing, implementing and evaluating information systems from a managerial perspective, taking into account social, ethical, cultural and global factors.

TR 6907 Seminar in Tourism and Hospitality Business Management**3 (3-0-6) credits****Prerequisite: Consent of Instructor**

This subject introduces students to a number of business development and performance strategies that are used in the tourism industry. Topics include a set of identified relationships between the management and employee performances, the effects that these have on customer satisfaction idea of improving profit through specific tourism and hospitality business strategies. The discussion also will be about the concepts of the Customer Value Equation and Cycle of Capability which are considered within the service and value profit chain models. A number of specific strategies are evaluated in terms of how they may impact on business performance.

TR 6908 Leisure, Business & Event Tourism Management**3 (3-0-6) credits****Prerequisite: Consent of Instructor**

This course discusses the management, planning and marketing of corporate events, conventions and meetings, festivals and special events. It introduces students to the phenomenon of

staging an event as a major logistical and organizational undertaking. It explores design processes, planning tools, scheduling, managing technology and equipment, entertainment and monitoring and evaluating success. It demonstrates the value of systems, templates, best practice case studies and effective work practices against multi-disciplinary theoretical frameworks.

Dissertation

TR 9100 Doctoral Dissertation I

9 (0-0-27) credits

Prerequisite: Consent of Instructor

This is a mentor-guided course designed to focus on preparing the Research Study Proposal for approval. During this course, the learner's prospectus will be applied to the development of a proposal. Topics in this course include focused literature reviews, statistical and qualitative tools, data gathering and data analysis approaches, past research and current theories, proposal chapter format requirements, human subjects research requirements, and submission timelines

TR 9101 Doctor Dissertation II

9 (0-0-27) credits

Prerequisite: Consent of Instructor

The course is in the nine-credits dissertation will consist of the candidate formulating the introductory chapter of the dissertation, which may include inter alia background to the research, research problems, hypotheses or issues, justification, delimitations, definitions and terms according to the general DBA guidelines.

Students will have submitted the introductory chapter which will carry 100% of the course marks by Week 15 in the current semester of enrolment.

TR 9102 Doctoral Dissertation III

9 (0-0-27) credits

Prerequisite: Consent of Instructor

This course is a continuation of the preliminary data gathering and analysis for the dissertation. The course in the nine-credits dissertation will normally focus on the writing the Results chapter of the dissertation. Supervisors, course leader and candidate will consult on an ongoing basis during this period. Students will have submitted the final results chapter which will carry 100% of the course marks by Week 12 in the current semester of enrolment. In this seventh course the candidate is expected to write the final discussion and conclusions chapter of the dissertation. This chapter may inter alia include an outline of findings, acknowledgement of limitations, recommendations for future research and applications in management practice. Supervisors, course leader and candidate will consult on an ongoing basis during this period. Students will have submitted the conclusion chapter which will carry 100% of the course marks by week 15 in the current semester of enrolment.

TR 9103 Doctoral Dissertation IV

9 (0-0-27) credits

Prerequisite: Consent of Instructor

This is the final course in the program's sequence in which the learner, with the guidance of his or her mentor, completes the formal oral defense of the Doctoral Research Study and prepares and submits the study for university approval. An approved Doctoral Research Study is required to complete this class.