

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail of
BTTM (Bachelor of Travel and Tourism Management) 6th Semester

June 2026

MGT 351: Strategic Management

BTTM 6th Semester

Credits: 3
Lecture Hours: 48

Course Description

The course covers introduction to strategic management, environmental analysis, internal analysis and competitive advantage, strategy formulation and choice, strategy implementation, and strategic evaluation and control.

Course Objectives

The main objective of this course is to familiarize students with the concepts, tools, and techniques of strategic management. It aims to develop strategic thinking, analytical skills, and decision-making abilities required for managing organizations in dynamic and competitive environments. It enables students to formulate, implement, and evaluate strategies for sustainable organizational success.

Course Details

Unit 1: Introduction to Strategic Management

8 LHs

Strategic management: concept, characteristics, process, and importance; Strategic decision-making: concept, and characteristics; Strategic direction: vision, mission, corporate values, and objectives; Ethics, social responsibility and governance in strategic management; Nature of strategic management in Nepalese hospitality sector.

Unit 2: Environmental Analysis

8 LHs

- Business environment: concept and dimensions; Process of environmental analysis; Techniques of environmental analysis: PESTLE analysis, scenario planning, industry analysis, competitor analysis, strategic group analysis, ETOP analysis, SWOT analysis, Analysis of environment of hospitality industry of Nepal.

Unit 3: Internal Analysis and Competitive Advantage

8 LHs

- Resource-based view (RBV) of strategy formulation
- Organizational resources and capabilities: core competencies, distinctive competencies, and competitive advantage
- Techniques of internal analysis: value chain analysis, benchmarking, financial analysis, and strategic advantage profile (SAP)

Unit 4: Strategy Formulation and Choice

14 LHs

- Strategic alternatives at corporate level (stability strategy, growth strategy, retrenchment strategy, combination strategy), business level (Porter's competitive strategy, strategic clock-oriented market based generic strategies), functional level (marketing strategy, financial strategy, operation strategy, human resource strategy and research and development strategy);
- Strategic choice criteria: suitability, acceptability, and feasibility
- Directions for strategy development: market penetration, market development, product development and diversification

- Methods of strategy development: internal development, mergers and acquisitions, joint ventures, and strategic alliances
- Portfolio analysis: BCG matrix and GE business screen
- Choice of strategic options and strategy formulation in small, medium and large-scale tourism organizations in Nepal

Unit 6: Strategy Implementation

6 LHs

- Strategy implementation: concept and process
- Structure and strategy: types of organizational strategy
- Key elements of strategy implementation: resource allocation, strategic leadership, and organizational culture
- Managing innovation and strategic change
- Tactical plans for strategy implementation in tourism industry of Nepal
- Evaluation of feasibility on the basis of different dimensions of tourism industry of Nepal

Unit 7: Strategic Evaluation and Control

4 LHs

- Concept of strategic evaluation and control
- Types of strategic control
- Guidelines for proper control and evaluation
- Performance measurement
- Balanced scorecard and key performance indicators
- Strategic audit
- Strategic information systems

Suggested Teaching Learning Activities

- Case Analysis
- Group Discussion
- Industry-Based Projects
- Presentations
- Strategic Planning Exercises
- Field Studies
- Research Assignments
- Term Paper
- Seminar and Guest Lectures

Suggested Readings:

- Bhattacharya, S. C. *Strategic management: Concepts and cases*. Wheeler Publishing.
- Barney, J. B., & Hesterly, W. S. *Strategic management and competitive advantage: Concepts and cases*. Pearson.
- David, F. R. *Strategic management: Concepts and cases*. Pearson Education.
- Kazmi, A. *Business policy and strategic management*. Tata McGraw-Hill.

RCH 351: Research Methodology and Project Report

BTTM 6th Semester

Credits: 3
Lecture Hours: 48

Course Objectives

This course introduces innovative critical thinking and data analytics skills. Students will learn to design rigorous academic research frameworks tailored to the hospitality sector. Additionally, they will use quantitative and statistical methods to solve empirical industry challenges and ultimately produce and defend an independent, market-oriented research project report.

Course Description

This course focuses initially on problem identification, theoretical framework development, and hypothesis formulation. It then addresses research design, measurement, sampling, data collection, and data analysis. Students will gain a comprehensive understanding of appropriate research techniques and statistics, while developing professional project report writing and presentation skills

Course Details

Unit 1: Introduction

6LHs

Meaning of research, scientific research- concept and features. Concepts and purpose of business research, Application of research in the hospitality industry. Types of research: Basic versus applied research - definitions and differences. Approaches: Quantitative, qualitative, and mixed-method. Paradigm shift- Positivism vs. interpretivism philosophies. Ethical issues: Plagiarism rules, informed consent, and data privacy.

Unit 2: Research Problem, Literature Review and Hypothesis Formulation

8LHs

Topic Selection: Identifying current gaps in hospitality trends. Problem Statement: Writing clear, concise, and researchable statements. Literature Review: Searching, analyzing, and synthesizing academic sources. Frameworks: Developing conceptual and theoretical industry models. Hypotheses: Formulating null hypotheses / alternative hypotheses and directional / non-directional hypotheses.

Unit 3: Research Design and Sampling

6 LHs

Designs: Exploratory, descriptive, causal, correlation and experimental setups, Population: Defining target markets, guests, or employee groups. Probability Sampling: Simple random, systematic, stratified and cluster techniques. Non-Probability Sampling: Convenience, judgmental and quota methods. Sample Size: Rules for determining adequate sample sizes.

Unit 4: Data Collection Methods

8LHs

Variables: Independent, dependent and moderating variables. Primary Data: Sources and methods, Designing structural questionnaires, Research interviews- face to face and telephone interviews, computer assisted interviewing. Measurement Scales: Nominal, ordinal, interval, and ratio scales. Scale Types: Likert scales and semantic differential formats. Secondary Data: Utilizing industry reports, journals, and financial statements; advantage and disadvantage of using secondary data. Pilot Testing: Testing tools for reliability and internal validity.

Unit 5: Data Analysis and Interpretation**10LHs**

Data Preparation: Editing, coding, and entering survey data. Presenting data in tables, diagrams and graphs
Descriptive Statistics: Mean, median, mode, and standard deviation.
Inferential Statistics: t-tests, Chi-square, and correlation analyses. Qualitative Analysis: Thematic coding and content analysis methods.
Software: Introduction to SPSS, Excel, or open-source tools.

Unit 6: Project Report Writing Guidelines**10LHs**

Structure of project report: Layout of preliminary, body, and supplementary pages.
Introduction: Writing the background, significance, and limitations. Methodology
Chapter: Documenting participants, tools, and procedures clearly. Findings: Presenting data via clean tables and charts. Discussion: Linking empirical results back to reviewed literature.
Referencing: Formatting citations using the APA style guide.

Suggested Reading

Bryman, A. and E. Bell. *Business Research Methods*. New Delhi: Oxford University Press.

Pant, P. R. *Fundamentals of Business Research Methods*. Kathmandu: Buddha Academic Enterprises.

Zikmund, and G. William. *Business Research Methods*. New Delhi: Thomson India.

Chawla, D. and N. Sondhi. *Research Methodology-Concepts and Cases*. New Delhi: Vikas Publishing House.

Cooper, D. R. *Business Research Methods*. New Delhi: Tata McGraw- Hill Publishing Company Ltd.

TTM 351: Eco-Tourism

BTTM 6th Semester

Credits: 3

Lecture Hours: 48

Course Objectives:

This course aims to provide students with insights into the principles and practices of ecotourism, examining its strengths and weaknesses as a tool for development and conservation. The course begins by exploring the fundamentals of ecology, recreation, and ecotourism, and covers several aspects of ecotourism planning and development. Students will examine the economic, social, and environmental dimensions of ecotourism. Additionally, dimensions of ecotourism development, with a focus on its impact on natural resources in Nepal and globally, will be explored.

Course Description:

This course covers an introductory overview of ecotourism, explores its impacts on natural resources and conservation efforts, examines relevant issues with the ecotourism sector, examines policy formulation and strategic planning in ecotourism, and provides practical insights into the implementation of ecotourism initiatives.

Course Details

Unit 1: Introduction to Ecology

6 LHs

Basic concepts of ecology; Ecosystem – meaning, types, function and management; Relation between ecology, recreation, and ecotourism; Natural resource conservation – fundamentals and dimensions, Parks and protected areas.

Unit 2: Fundamentals of Ecotourism

6 LHs

Definition and history of ecotourism; Principles of sustainable tourism; Types of ecotourism experiences; Similarity and differences between nature-based tourism and ecotourism; Role of ecotourism in conservation and community development.

Unit 3: Impacts of Ecotourism

6 LHs

Benefits and challenges for local communities; Empowering local communities through ecotourism; Resources sensitivity and responsible tourism practices.

Unit 4: Ecotourism Planning and Management

8 LHs

Conceptual understanding of ecotourism destination planning; Stakeholder engagement and community participation; Environment impact assessment and mitigation strategies; Management of ecotourism sites; Governance and policy imperative for ecotourism.

Unit 5: Principles and Practices of Ecotourism

6 LHs

Principles of ecotourism; Ecotourism guidelines and code of conduct; Models of ecotourism development; Ecotourism in the less developed world; Ecotourism in Nepal

Unit 6: Managing Ecotourism in Protected Areas**10 LHs**

Protected areas and capitalist realism; Sustainable ecotourism management techniques and strategies [Carrying Capacity, Recreation Opportunity Spectrum (ROS), Limits of Acceptable Change (LAC)], Managing Visitor Use [Visitor Impact Management (VIM), Visitor Activity Management Process (VAMP), Tourism Optimization Management Model (TOMM)], Others [Use limitation, Zoning, Trail system design, Education User fees and charges].

Unit 7: Perspectives on Ecotourism**6 LHs**

Global ecotourism; Ecotourism in Asia; Ecotourism in Oceania; Ecotourism in the Latin America and the Caribbean; Ecotourism in Protected Areas of Nepal.

Suggested Readings

Fennell, D. A. (2020). *Ecotourism*. Routledge.

Wearing, S., & Neil, J. (2013). *Ecotourism: Impacts, potentials and possibilities?* Routledge.

Duffy, R. (2013). *A trip too far: Ecotourism, politics and exploitation*. Routledge.

Hill, J. L., & Gale, T. (Eds.). (2009). *Ecotourism and environmental sustainability: Principles and practice*. Ashgate Publishing, Ltd. Butcher, J. (2007). *Ecotourism, NGOs and development: A critical analysis*. Routledge.

Font, X. (2007). Ecotourism certification: potential and challenges. In *Critical issues in ecotourism* (pp. 386-405). Routledge.

Buckley, R. (2004). *Environmental impacts of ecotourism*. CABI publishing.

McLaren, D. (2003). *Rethinking tourism and ecotravel*. Kumarian Press.

Weaver, D.B. (Ed.) (2001). *The Encyclopedia of Ecotourism: CABI*.

Resources from IUCN, UNEP, WWF, NTNC and the DNPWC.

TTM 352: Tourism Planning and Policies

BTTM 6th Semester

Credits: 3
Lecture Hours: 48

Course Objectives:

The objective of this course is to familiarize students with fundamental concepts of tourism policy, planning, sustainability, and the interconnectedness of tourism with socio-economics and the environment. It also seeks to understand Nepal's tourism policy and planning framework as well as the roles of government bodies in tourism development. Additionally, the course emphasizes the current challenges and future issues of tourism while examining the synergy between resource management and tourism development.

Course Description:

The tourism policy and planning course covers the fundamentals of tourism policy and planning, from the introduction of policy perspectives to strategic planning and tourism planning framework in Nepal. It also emphasizes tourism planning at international, national, regional, state, and local levels.

Course Details

Unit 1: Introduction of Tourism Policy and Planning **8 LHs**

Introduction of tourism, Concept of tourism policy, Tourism policy defined in the constitution of Nepal 2072, Purpose and objective of tourism policy, Private sector policy, Concept of tourism planning, Consequences of unplanned tourism development.

Unit 2: Tourism Policy Issues and Framework **8 LHs**

Establishing a Tourism Policy, Various Models for Tourism Policy, Current challenges of tourism policy, Future world tourism policy issues

Unit 3: Tourism Planning Concept **10 LHs**

Principles and Approaches to tourism planning, Level of tourism planning, The Tourism System, Demand-Supply Match, Components of demand and supply, Environmental planning in tourism, Regional Tourism Planning Concepts, PASOLP, A planning Process,

Unit 4: Factors Influencing Tourism Planning **6 LHs**

The internal and external environment, Community-oriented tourism planning, Types of carrying capacity, and Sustainable approach to tourism planning.

Unit 5: Contemporary Trends and Practices **6 LHs**

Tourism and international relations, Role of government in tourism, Different government organization's involvement in tourism, National Tourism organizations and their roles.

Unit 6: Tourism Planning Framework in Nepal

10 LHs

Policy Regarding Tourism under Different Plans; Familiarize Various Organs of Government of Nepal Involved in Tourism Planning; Tourism Planning: MOTCA, NTB and NPC; Nepal Tourism Master Plan 1972; Latest Tourism Act of Nepal, Latest Tourism Policy, Prospect for Improvement of Tourism.

Suggested Readings

David L. Edgell, S., Allen, M. D., Smith, G., & Swanson, J. R. (2008). *Tourism Policy and Planning (Yesterday, Today and Tomorrow)*. Jordan Hill: Elsevier Inc.

Gunn, C. A., & Var, T. (2002). *Tourism Planning (Basis, concept and cases) (4th ed.)*. New York: Routledge.

Hall, C. M. (2000). *Tourism Planning Policies, Process and Relationship*. England: Pearson Education Limited.

Nepal, G. o. (1972). *Tourism Master Plan*. Kathmandu: Government of Nepal

The latest periodic plan prepared by the National Planning Commission/Government of Nepal

The latest Tourism Act and Tourism Policy

TTM 353: MICE Tourism

BTTM 6th Semester

Credits: 3

Lecture Hours: 48

Course Objectives:

The purpose of this course is to provide foundational understanding and awareness of business events and processes. Its objective is to enhance the understanding and skills of learners by covering various topics related to MICE, tourism, and event management with pertinent references and discussing current developments in the industry.

Course Description:

Meetings, Events, Conventions, and Exhibitions are among the several acronyms used in the corporate events industry referring these kinds of activities like MECE, MCE, CEMI, MC & IT, and MICE, while “MICE” refers to Meetings, Incentives, Conventions, and Exhibitions. The market has changed over time, placing more of an emphasis on training and educational opportunities in addition to leisure travel, resulting larger trend in the business events toward more significant experiences recognizing their significance and diversity within the industry accordingly, the course structure is focused on interpreting concept and practices of MICE, tourism and management in the respective industry.

Course Details

Unit 1: An introduction to business events

10 LHs

Introduction to business events: concepts and definitions, How MEEC fits in Hospitality and Tourism Industry, Evolution and Maturation of MEEC industry, Categorization: Meetings and conferences; Incentives; Networking Events; Corporate hospitality; Exhibitions and tradeshow, Employment in around MEEC industry, The benefits of business events: Tourism related benefits; Non-tourism benefits, Measuring the benefits of business events, The costs of business events, Major types of organization that holds and sponsor gatherings: Corporations; Associations & Government, Entities that help organize gatherings.

Unit 2: Meeting, conference and venues for business events

6 LHs

Meetings: industry terminology and practice, Types of meetings and conferences, Locating residential & non-residential gatherings: Hotels; Convention Centers; Conference centers; Retreat Facilities; Cruise Ships; Specific Use Facilities; Colleges and Universities; Unusual Venues, Common Issues, Functions rooms setup and layout, Venue selection criteria.

Unit 3: Incentive travel

4 LHs

Motivation in the workplace, The value of incentive travel: value for participants; value for sponsoring company, The market for incentive travel, Designing and delivering incentive travel programmes.

Unit 4: Exhibitions**4 LHs**

Concept, Types of Exhibitions: Business-to-Business (B2B); Business-to-Consumer (B2C); Consolidation Shows (combined or mixed show), Key Players: Exhibition organizers; Facility Manager; General Service Contractor.

Unit 5: Planning and Producing Events**10 LHs**

Event Planning Process, Setting SMART objectives, Need Analysis, Service contractors: Types; General; Specialty, Staging & Logistics: Session scheduling; Transportation; Audiovisual; Food & Beverage; design; decorations; speaker arrangements; Ancillary activities, Budgetary concern: Establish financial goals; Identify expenses; Identify revenue sources, Legal issues: Negotiation; Contracts, Risk, stages of risk management, Technologies used in business event industry, emerging technologies.

Unit 6: Destination Marketing Organization vs Destination Management Company**8 LHs**

Introduction, Roles & Functions of DMOs, DMOs service for meeting professionals, Service provided by DMCs, DMCs vs DMOs, Marketing MICE: ATL; BTL & TTL, Business events practices in Nepal, Tourism events and regional development, stakeholders involvement and roles.

Unit 7: Business Event Ethics and Sustainable practices**6 LHs**

Personal ethics and professional ethics, history of sustainability, business events and natural environment, business events and social legacy, green practices: economic; social; triple bottom line, opportunities to go green.

Suggested Readings

Bladen, C., Kennell, J., Abson, E., & Wilde, N. (2012). *Event Management An Introduction*. Abingdon, Milton Park, Oxon, United Kingdom: Routledge.

Fenich, G. G. (2016). *Meetings, Expositions, Events, and Conventions : An Introduction to the Industry (Vol. 4 Revised)*. England: Pearson Education.

Davidson, R. (2019). *Business Events (Vol. 2 Revised)*. New York: Routledge.