Educational Institution «Belarus State Economic University»

APPROVED
Rector for Educational Institution
«Belarus State Economic University»
_____ A.V.Yegorov
30.06 2026
Reg. No 4004-26 academic

ORGANIZATION AND MANAGEMENT OF GLOBAL HOTEL CHAINS

The curriculum of the educational institution
for the specialty 7-06-0311-01 «Economics»

The curriculum is based on In-depth Higher Education Standard OCBO 7-06-0311-01-2023, model curriculum for the specialty "Economics" (Registration № _____ dated . .2026) and the educational plan for the specialty ***7-06-0311-01 "Economics".***

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RECOMMENDED FOR APPROVAL:
Department of Economics and Management of Tourism Industry of the educational institution "Belarus State Economic University"
(Protocol № 10 dated 14 05 2026);

Methodological Committee for the specialties "Economics and Management of Tourism Industry," "Economics and Management" with profiles "Economics and Management of Tourism Business," "Economics and Management of Hotel Business," "Economics and Management in the Real Estate Market," "Economics" with profiles "Economics and Management of Tourism Complexes and Territories," "Economics and Management in the Real Estate Market," "Economics" with the profile "International Tourism Business" of the educational institution "Belarus State Economic University"
(Protocol № . 5 dated 25 05 2026);

Scientific and Methodological Council of the educational institution "Belarus State Economic University"
(Protocol №. 9 dated 30.06.2026)

EXPLANATORY NOTE

The academic discipline «Organization and Management of Global Hotel Chains» is **aimed** at preparing future master's degree holders for effective management of modern hotel enterprises in the conditions of a dynamically developing global hospitality industry. The relevance and significance of studying this academic discipline are determined by the fact that it belongs to the disciplines that form in future specialists a comprehensive understanding of the functioning of international hotel corporations, management structures, development models and modern approaches to the organization and coordination of hotel chain activities. The discipline reveals the features of organizational structures of global hotel chains, the principles of their management, development strategies and methods of ensuring service quality at the global level. The program is compiled taking into account modern trends in the development of the global hospitality industry and prepares master's degree holders to solve complex management tasks in conditions of internationalization of the tourism market and increased competition between large hotel corporations.

The purpose of teaching the discipline «Organization and Management of Global Hotel Chains» is the formation in future master's degree holders of knowledge, skills and abilities in the field of theory, methodology and practice of organizing and managing international hotel chains, including an understanding of management structure, development models, strategic approaches and methods of coordinating hotel network activities at the global level.

To achieve the goal, teaching the discipline pursues the following **objectives:**

- to provide theoretical preparation of future master's degree holders in the field of organization and management of global hotel chains, to develop in them strategic thinking that allows making substantiated decisions in the conditions of the global hotel market and managing international hotel networks;
- to adapt the theoretical knowledge obtained to the practice of international hotel corporations, taking into account the diversity of management models, forms of organization and features of hotel chain functioning in various regions of the world;
- to develop in master's degree holders practical skills in using methodological and methodical techniques in the organization and management of global hotel chains, to teach them on a scientific basis to organize coordinated activities of structural units of the chain, management of hotel managers and the work of members of labor collectives in accordance with global quality standards;
- to form in future master's degree holders an understanding of the role and significance of global hotel chains in the development of the hospitality industry, the need for systematic replenishment of knowledge in the field of managing international hotel corporations, the ability to creatively use the knowledge obtained and accumulated experience in conditions of a dynamically changing global market.

As a result of studying the discipline " Organization and Management of Global Hotel Chains" the following **special competencies** are formed:

SC– to use methods of achieving economic profit, increasing market share, company value through the use of network forms of organization of activities of a modern hotel enterprise.

As a result of studying the discipline students are

to know:

- terminology of global hotel chains, factors of development and competitiveness of international hotel business;

- the structure of management and organizational models of hotel corporations (American, European, Asian models);
- forms of chain management (franchise, contract management, lease), organizational and legal bases of their activities;
- strategic approaches to chain development, modern innovative hotel technologies used in the international hotel industry.

to be able to:

- apply terminology and analyze the management structure of global hotel corporations;
- take into account the features of hotel chains and regional differences in management approaches;
- use international standards and methods of strategic planning in chain management;
- develop marketing strategies and innovative approaches to hotel network development.

to possess:

- coordination of hotel activities as part of a chain in accordance with unified quality standards and corporate policy;
- making substantiated management decisions based on data analysis and strategic planning;
- application of modern technologies and digitalization in hotel chain management.

Within the framework of this training programme students are to gain the theoretical and practical knowledge and skills, to develop their moral, personal and spiritual potential as well as to cultivate the virtues of a true citizen and patriot who is able to actively participate in the economic, social and cultural life of the nation.

The academic discipline belongs to the module "Models and Strategies for Development of Global Hotel Business" of the state component.

The academic discipline «Organization and Management of Global Hotel Chains» is connected with such academic disciplines as «Corporate Strategies in International Tourism Business», «Business Ethics of International Tourism», «Revenue Management and Tariff Policy of Global Hotels», «Entrepreneurship and Business Models in the Global Tourism Industry» and others.

Form of the higher education degree program – full-time.

According to the curriculum, the number of hours are the following:

total number of academic hours – 100, in-class – 36 hours, including lectures 20 hours, seminars – 16 hours.

Distribution of in-class hours by type of classes, years and terms:

1st term – lectures 20 hours, seminars – 16 hours.

Self-study – 64 hours.

The labor input accounts to 3 credits.

Credit is used as a form of the midterm assessment.

COURSE CONTENT

Topic 1. HOSPITALITY AS A CONCEPT: THE ESSENCE OF THE HOTEL BUSINESS

Topic 1.1. History of creation and development of the hotel services market

Hospitality as a socio-cultural phenomenon. Stages of formation and development of the hospitality industry.

Prerequisites for the formation of international hotel chains.

Hotel as a general concept of the market.

Current state and trends in the development of the global hospitality industry. Innovative hotel concepts in world practice.

Topic 1.2. Global hotel chains

Outstanding organizers of the hotel business and their contribution to the development of the global hospitality industry. César Ritz, Ellsworth Milton Statler, Conrad Hilton, Willard Marriott, Kemmons Wilson as creators of innovative approaches in the hotel business.

Global hotel brands: their emergence and development at the present stage.

Characteristics of the most well-known hotel networks: InterContinental Hotels Group (IHG); Marriott International, Inc.; Hilton Worldwide Holdings Inc.; Hyatt Hotels Corporation; Accor; RIU Hotels & Resorts and others.

Topic 1.3. Accommodation facility as an object of the global hospitality industry

The essence and content of the term "accommodation facility".

Typology of accommodation facilities based on the recommendations of the United Nations World Tourism Organization (UNWTO).

Typological characteristics of hotels. The concept and classification criteria for hotels.

Classification (categorization) systems of hotels in different countries of the world. Overview of luxury, specialized and unique hotels of the world.

Topic 2. FORMS AND PRINCIPLES OF ORGANIZATION AND MANAGEMENT OF INTERNATIONAL HOTEL CHAINS

Topic 2.1. Models and forms of management of hotel industry enterprises

Models of organization of hotel business, basic concepts and essence. European, Asian, American and Eastern European models of hospitality. The model of César Ritz and Kemmons Wilson.

Basic characteristics of the forms of management of hotel industry enterprises. Independent management of a hotel by its owner (independent hotel). Forms of network management (contract management, franchise agreement management). Lease strategy.

Hotel chains: types and basic characteristics (integrated chains, consortium, hotel associations and corporations).

Typical organizational structures of American and European hotels included in the operational chain. Principles of joining a hotel chain.

Management companies in international hotel business. Independent associations on the example of the most famous association of the world market Leading Hotels of the World.

Topic 2.2. Organization of hotel service provision

The concept and main characteristics of hotel industry services.

Hotel product as a complex of services. Features of hotel services.

Room inventory as the main hotel product: international classification of hotel rooms. Ways of organizing catering in international hotel service.

Main departments of the organizational structure of the hotel. Front Office departments and their functional purpose. Back Office departments and their functional purpose.

Technological cycle of guest service in the hotel.

Topic 2.3. Personnel management in global hotel chains

Recruiting as a business process of a modern hotel. System of hiring and selection of hotel personnel. Internal and external methods of personnel selection by hotel chains. Own job vacancy websites of hotel chains Accor (www.accorjobs.com), InterContinental Hotels Group (www.ihg.jobs), Hilton Worldwide (jobs.hiltonworldwide.com) and others, creating a job seeker profile.

Candidate selection methodologies in modern hotels. Professional development and training of hotel personnel.

Methods of organizing training: Guest Experience, Hotel Excellence, Secondment (cross-training), internships in other chain hotels, training situations and others. Internal and external training of hotel personnel. Own training centers of hotel chains for training their employees around the world: Accor Academy, Hilton Worldwide University, Marriott International Academy & Voyage Program and others.

Modern systems of motivation of hotel personnel.

Topic 2.4. Quality management system and performance indicators of network hotel management

Quality as the basis of hospitality management.

The concept of "service quality". Quality indicators. International quality standards in the hotel industry. Quality indicators of hotel services in chain hotels. Internal quality standards of global hotel chains.

Methods of measuring the quality of service. Tools for assessing the level of perception of hotel service quality and the degree of customer satisfaction with hotel services in a chain hotel: Mystery Guest, questionnaires and guest surveys, collection and work with reviews and others. Competition and competitiveness of a hotel in the international market.

The concept of "management effectiveness". Main indicators of the effectiveness of modern hotel management.

Topic 2.5. Technologies and innovations in hotel chain management

Digital reservation systems and their application in modern hotel business. Global Distribution Systems (GDS). Internet Distribution Systems (IDS): OTA (Online Travel Agencies), direct hotel booking modules, meta-search engines, messengers and social networks as tools for promoting chain hotels. Modern hotel management systems (Property Management Systems, PMS).

Overview of the most popular automated systems for managing hotel chains.

Hotel chain websites. Integration between PMS and hotel chain booking systems. Hotel revenue management system (Revenue Management System, RMS). Big Data: concept and significance for hotel business. Data analytics as a way to make informed decisions on strategy, marketing, operations and personnel management of a hotel chain.

Artificial intelligence, Internet of Things (IoT) as elements of digitalization in the hotel business.

Topic 2.6. Marketing and branding of hotel chains

Market positioning and segmentation.

Marketing strategy of a hotel chain. Identification of target segments of a hotel chain. Positioning of a hotel chain and its brands. Examples of positioning strategies for hotel chains. Branding and reputation management of a hotel chain. Online Reputation Management (ORM) as a process of controlling, analyzing and improving the perception of a hotel brand in the online environment.

Modern strategies for managing online reputation for hotel chains: increasing presence in search results (Search Engine Reputation Management, SERM), hidden marketing (Hidden Marketing, HM), positioning a hotel chain as an attractive employer (Head Research Management, HRM), working with negative reviews on platforms (TripAdvisor, Google, Booking.com).

Loyalty programs of hotel chains as a tool for attracting guests (lifetime value). Loyalty programs (loyalty programs) Marriott Bonvoy, Hilton Honors, IHG One Rewards and others.

THE DISCIPLINE-DESIGNED THEMATIC CURRICULUM "ORGANIZATION AND MANAGEMENT OF GLOBAL HOTEL CHAINS"

Full-Time Mode of Advanced Higher Education

No. of Unit, Topics	Title of Unit, Topic	The number of study hours							References	Knowledge control
		Lectures	Practical classes	Seminars	Lab classes	The number of hours for the independent study **				
						Lectures	Seminars	Lab classes		
1	2	3	4	5	6	7	8	9	11	12
1st term										
UNIT 1. HOSPITALITY AS A CONCEPT: THE ESSENCE OF THE HOTEL BUSINESS										
Topic 1.1.	History of creation and development of the hotel services market	2							[1],[2],[3], [6],[22], [23]	Discussion
Topic 1.2.	Global hotel chains	2							[2],[3],[4],[5], [12], [14],[18], [32],[42], [46]	Discussion, solution of a practical situation
	Global hotel chains			2					[2],[3],[4],[5], [12], [14],[18], [32],[42], [46]	Revision task
Topic 1.3.	Accommodation facility as an object of the global hospitality industry	2							[1],[2],[3],[4], [6], [7],[16], [17],[37],[44], [49]	Individual task
	Accommodation facility as an object of the global hospitality industry			2					[1],[2],[3],[4], [6], [7],[16], [17],[37],[44], [49]	Seminar-colloquium, summary

UNIT 2. FORMS AND PRINCIPLES OF ORGANIZATION AND MANAGEMENT OF INTERNATIONAL HOTEL CHAINS										
Topic 2.1.	Models and forms of management of hotel industry enterprises	4							[2],[3],[4], [6],[7],[12], [13],[15],[20], [23],[32],[36]	Discussion, solution of a practical situation
	Models and forms of management of hotel industry enterprises			2					[2],[3],[4], [6],[7],[12], [13],[15],[20], [23],[32],[36]	Survey, verification work
Topic 2.2.	Organization of hotel service provision	2							[1],[2],[4],[5], [6],[8],[16], [17], [30], [31], [37]	Express survey, individual task
	Organization of hotel service provision			2					[1],[2],[4],[5], [6],[8],[16], [17], [30], [31], [37]	Discussion, individual assignment
Topic 2.3.	Personnel management in global hotel chains	2							[3],[4],[5],[7], [15], [21],[23], [24], [26], [34],[35]	Express survey
	Personnel management in global hotel chains			2					[3],[4],[5],[7], [15], [21],[23], [24],[26], [34],[35]	Small group work, verification work
Topic 2.4.	Quality management system and performance indicators of network hotel management	2							[1],[2],[3], [5],[7], [11, [13],[15],[18], [24],31],[46], [50]	Solving practical situations
	Quality management system and performance indicators of network hotel management			2					[1],[2],[3], [5],[7], [11, [13],[15],[18], [24],31],[46], [50]	Discussion, solution of a practical situation
Topic 2.5.	Technologies and innovations in hotel chain management	2							[2],[4],[5], [7],[8],[9],[11],[19],[28],[29], [31],[36],[39]	Discussion, solution of a practical situation

	Technologies and innovations in hotel chain management			2					[2],[4],[5], [7],[8],[9],[11],[19],[28],[29], [31],[36],[39]	Working in small groups
Topic 2.6.	Marketing and branding of hotel chains	2		2					[1],[2],[4],[14], [20],[38],[40], [41],[49]	Express in-class questioning; individual task
	Marketing and branding of hotel chains								[1],[2],[4],[14], [20],[38],[40], [41],[49]	Survey, verification work
Total 1st term		**20**		**16**						**Credit**
Total		**20**		**16**						

INFORMATIONAL AND METHODICAL SUPPORT

References

Basic:

1. Bystrov, S. A. Organization of the hotel business: a textbook / S.A. Bystrov. Moscow : FORUM : INFRA-M, 2025. 432 p. (Higher education). - ISBN 978-5-00091-514-1. - Text : electronic. - URL: https://znanium.ru/catalog/product/2186892 (date of request: 05.05.2026). – Access mode: by subscription. (in Russian).

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List of questions for credit

1. The stages of formation and development of the hospitality industry.
2. Prerequisites for the formation of the first international hotel chains.
3. The main trends in the development of the global hospitality industry at the present time.
4. Outstanding organizers of the hotel business and their contribution to the development of the global hospitality industry.
5. Global hotel brands: their emergence and development at the present stage.
6. Name the world's largest hotel corporations and give a brief description of them.
7. The essence and content of the term "accommodation facility".
8. Typology of accommodation facilities based on the recommendations of the United Nations World Tourism Organization (UNWTO). Typological characteristics of hotels.
9. Classification (categorization) systems of hotels in different countries of the world.
10. European, Asian, American and Eastern European models of hospitality.
11. The main characteristic of the management forms of the hotel industry enterprises. Independent management of the hotel by its owner (independent hotel).
12. Forms of network management (management under a contract, management under a franchise agreement). The rental use strategy.
13. Hotel chains: types and main characteristics (integrated chains, consortium, hotel associations and corporations).
14. The concept and main characteristics of hotel industry services. A hotel product as a set of services. Features of hotel services.
15. Room stock as the main hotel product: international classification of hotel rooms.
16. Methods of catering in the international hotel service.
17. The main services of the organizational structure of the hotel. The hotel's Front Office and Back Office services are their functional purpose.
18. The technological cycle of hotel guest service.
19. Recruiting as a business process of a modern hotel.
20. The system of hiring and selecting staff of a modern hotel. Internal and external methods of staff selection by hotel chains.
21. Professional development and training of hotel staff. Methods of organizing training in a chain hotel.
22. Quality as the basis of hospitality management. International quality standards in the hotel industry.
23. Quality indicators of hotel services of chain hotels. Internal quality standards of global hotel chains.
24. The concept of "management effectiveness". The main indicators of the management efficiency of a modern hotel.
25. Computer reservation systems and their application in the modern hotel business.
26. Modern hotel management Systems (Property Management Systems, PMS).

An overview of the most popular automated hotel chain management systems.

27. Artificial Intelligence, Internet of Things (IoT) as elements of digitalization in the hotel business.

28. Marketing strategy of the hotel chain. Identification of target segments of the hotel chain. Positioning of the hotel chain and its brands. Examples of hotel chain positioning strategies.

29. Branding and reputation management of the hotel chain.

30. Loyalty programs of hotel chains as a tool for attracting guests.

Methodical recommendations for self-study of master's students

Self-study of master's students are very important stage in obtaining course knowledge.

64 hours are allocated for self-study of a full-time student.

The content of students' self-study includes all the discipline topics from the section "Course content".

Main components of self-study for master's students are the following:

- self-study work in the form of solving individual tasks in the classroom during practical classes under the supervision of a teacher in accordance with the schedule;
- detailed review of sections, topics, certain issues, concepts;
- execution of model calculations, design work, individual practical work, design and graphic work;
- preparation for revision tasks;
- completion of term papers;
- preparation for practical, laboratory and seminar classes, including the preparation of reports (including thematic reports), informational and visual materials, abstracts, presentations, essays, etc.;
- preparation of reports on the results of laboratory work, model and other calculations, individual practical work;
- work with educational, reference, analytical and other literature and materials;
- compilation of a review of scientific (scientific and technical) literature on a given topic;
- performing information search and compiling a thematic selection of references, including Internet sources;
- text analysis (annotation, abstracting, reviewing, resume writing);
- preparation for the interim certification.

Assessment procedures

Assessment is carried out within the framework of monitoring and intermediate certification.

Monitoring tools are used during the term and include the following forms of assessment:

revision task;
test;
colloquim;
express in-class questioning;
report;
study task;
individual task;
summary;
small-group work;
solving practical situations;
verification work;
etc.

The result of the monitoring during the term is estimated by a mark in points on a ten-point scale and is derived based on the marks put during the activities of the monitoring during the term.

Requirements for the student during the intermediate certification.

Students are allowed to undergo certification in the academic discipline on condition of successful completion of the monitoring certification (monitoring tools) in an academic discipline set out in the current term by this curriculum.

Intermediate certification is carried out in the form of a credit.

The methodology of forming a mark for an academic discipline

In accordance with the Regulations on the rating system for assessing the knowledge, skills and abilities of BSEU students.