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ASSUMPTION UNIVERSITY

Educating Intelligences and Active Minds to Change the World



ABAC
GRADUATE SCHOOL
of BUSINESS

HOSPITALITY AND TOURISM MANAGEMENT (PHD HTM)

Doctoral Dissertation Guidelines

**A MANUAL FOR
SUPERVISORS AND
STUDENTS**



INTRODUCTION

This Ph.D.HTM Research Guideline is prepared as a GUIDE and REFERENCE for Faculty, Staff, and Candidates of the Ph.D.HTM Program. The purpose of this Guideline is to provide common understanding and appreciation for effective, efficient, ethical and excellent conduct and advice on the dissertation research as a major requirement for the successful completion of the Ph.D. HTM degree. It is the program's goal that the doctoral candidate fulfills to the best of their ability the standards of excellence in completing the dissertation research project, and that this guide will pave the way towards the fulfillment of such goal as well as that of the learner/candidate.

PART I

Ph.D. HTM PROGRAM

1. PROGRAM RATIONALE

Hospitality and Tourism Organizations and firms in Southeast Asia and the Pacific are now facing challenges, and changes as well as global and regional opportunities for growth, development and transformation. On the other hand, they are confronted with the dizzying rate of change and the corresponding pressures of dealing responsibly and creatively with the demands for Hospitality and Tourism systems' survival, solvency and sustainability. The impending opening of ASEAN in 2015 added an additional urgency to the situation.

It is in the Hospitality and Tourism business world where, most often, the old norms are changing and which can no longer tolerate or accept the manipulation or aggressive account practices of organizations. Nor can Hospitality and Tourism organizations accept the dishonesty inherent in the reporting of exaggerated financial data in order to improve the appearance of profitability in those organizations to inflate stock prices. Hospitality and Tourism business norms and values are challenging dishonest or corrupt executives in ways which leave little room for them to maneuver.

Top leaders, executives and managers of hospitality and tourism organizations and firms - people who occupy key positions of leadership, authority, responsibility and influence - in both the private and public sectors are there to lead and manage positive change in tourism businesses for different purposes as well as to, and more importantly, steer the travel firm to excellence with high ethical standards. The dilemma to make choices either for creative, cooperative, competitive, collaborative, conflicting/ confluent reasons, all require of leadership and management, particular expertise and experience, other than those previously learned in any single discipline. Hospitality and Tourism Leaders, travel executives and managers of tourism related organizations and firms require 21st century thinking to solve tourism's many problems.

Thus, the challenge for Hospitality and Tourism's leaders, executives and managers is to acquire knowledge and skills in Hospitality and Tourism in order to initiate and engage their travel business in leading and managing diversity and change. This new field utilizes emerging perspectives, paradigms, philosophies, principles, processes and practices drawn from the insights of history, culture, the social sciences, humanities, and natural sciences, the exigencies of the present as well as the potentials and opportunities of the future.

The new bottom line for sustainability in Hospitality and Tourism businesses in these complex and changing times requires the competence to perceive the "connectivity" of disciplines. Connectivity in relations and productivity in results are what matters now in global Hospitality and Tourism business. In fact, the key issues have gone beyond profitability to connectivity and now to spirituality. It is for these key reasons and many more, that this doctoral program in Hospitality and Tourism Management is developed.

2. PROGRAM GOALS & OBJECTIVES

- To develop holistic perspectives to better understand, access, identify and articulate the functions and dynamics of their hospitality and tourism organizations/institutions as well as to describe clearly and comprehensively to their constituents/ clients what, how and why these hospitality and tourism organizations need to evolve and transform in these turbulent times.
- To design and facilitate strategic thinking, visioning, planning, and technology assessments by using futurology, chaos and complexity theories and their applications in leading, facilitating, implementing and managing both personal and organizational change.
- To develop and design monitoring - evaluation frameworks, identify and determine indicators with the use of qualitative and quantitative measures, activity-based learning, contemporary research methodologies and appropriate tools for leading and managing the change processes and planned change interventions in human social systems.
- To develop a deeper understanding of sustainability of the holistic environment and create a level of awareness and commitment to champion and promote the role of ethical corporate functioning of hospitality and tourism organizations and institutions with greater social responsibility and accountability for individual/institutional peace, harmony and prosperity.
- To develop a heightened awareness and commitment towards achieving ethical/ transformational leadership, governance and shared leadership, social/communal consciousness, ecological responsibility/ accountability for global peace and harmony.
- Program course Framework and coverage – What a Ph.D. in Hospitality and Tourism Management from various lenses means: At its core, Ph.D. in Hospitality and Tourism Management is a composite of a planned change process, a management strategy for change, a set of technologies for systems change and a development/transformation program for leaders-executives-managers-supervisors (LEMS) of tourism organizations. As shown in the framework below, each perspective is distinctly important but interdependent with all others as it contributes to the greater whole

Hospitality and Tourism is a structural change in the hospitality and tourism corporate/bureaucracy to enable systems to be responsive, efficient, and consistent in adhering to quality in their functions

Hospitality and Tourism is a creative process that enables hospitality and tourism organizations to transform themselves towards fulfilling their life purpose-vision-mission-values, strategizing and aligning efforts



Program course Framework and coverage – What a Ph.D. in Hospitality and Tourism Management from various lenses means:

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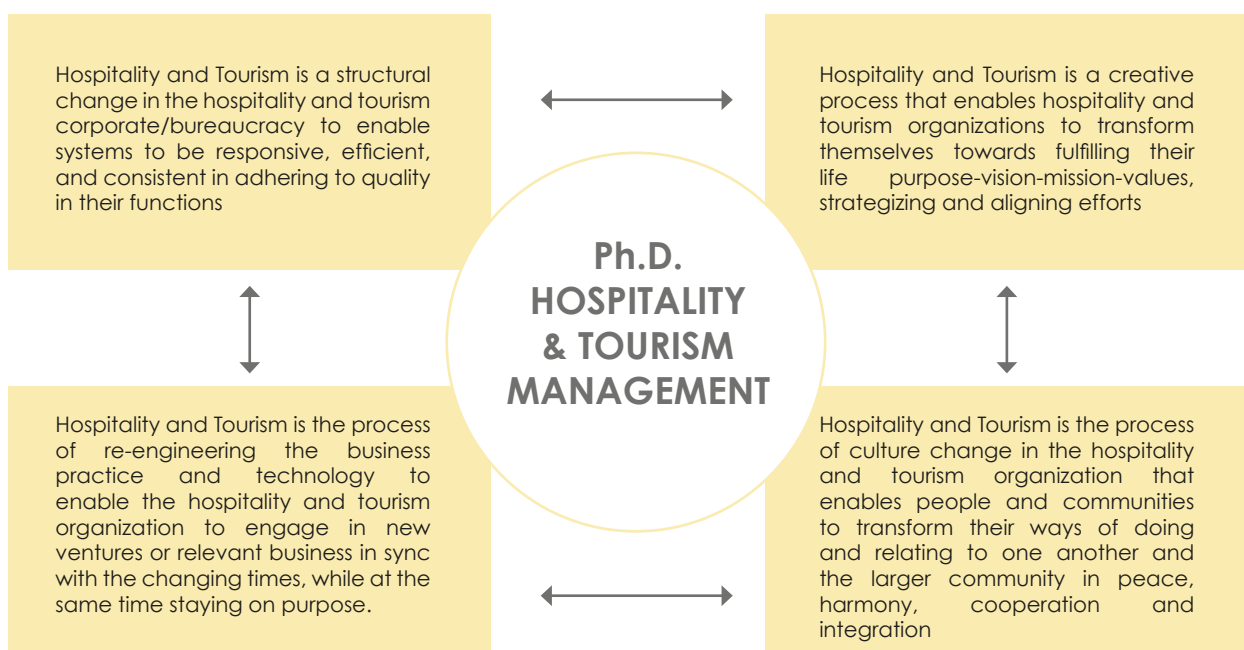


Figure 1. Conceptual Framework of the Ph.D. Hospitality & Tourism Program

PART II

Ph.D.HTM PROGRAM MANAGEMENT AND IMPLEMENTATION POLICIES AND GUIDELINES

1.1 DOCTORAL CANDIDATES AS LEARNERS

The Ph.D. HTM Program views learning as a lifelong dynamic process. The Ph.D. HTM doctoral candidate at the core of their functioning is a learner for and in life, in this program participants learn with and by themselves, with co-doctoral candidates and with the faculty. This concept defines the mutuality and partnership of Ph.D. HTM doctoral candidates with the Graduate School of Business, Faculty, and co-doctoral candidates.

1.1.1 Program Orientation and Induction

An induction process is only a beginning; it is a beam or a beacon that will spark the internalization of the perspective and purpose of the Ph.D. HTM Program. As much as AU Ph.D. HTM aspires for the best, we make every effort to invite and engage everyone in the Ph.D. HTM Program to value the process of one's Being, Behaving and Becoming.

1.1.2 Program content / Process Orientation

Awareness and Appreciation of the New Thrust in Hospitality and Tourism Management:

- 1.1.2.1 Management of Change in Hospitality and Tourism - Change is a natural and constant phenomenon. To benefit from change in hospitality and tourism situation, participants need to learn to lead/manage change creatively, effectively, efficiently, ethically and excellently. The development of such competence is one of the purposes of this program.
- 1.1.2.2 Process Content Orientation of the Courses on Management in Hospitality and Tourism Organizations - Change is as much a process as it is a result. But to learn to lead/manage it, participants need to appreciate and trust the process of change when explored and pursued for a purpose.
- 1.1.2.3 Instructional Strategies and Approaches of Ph.D. HTM Program reflect the use of the Experiential Learning Cycle, Learning by Doing, Structured Learning Experiences, Learning, Dialogue, Didactic Discourse and Group Learning Processes. These strategies and approaches go beyond the conventional approach of conventional tutorials or simply lecturing in the classroom. Learning from within i.e., engaging oneself in induction, introspection, interaction, inference, insight and integration with self, others (groups) and the larger community is vital than an "outside in" type of learning.

1.1.3 Ph.D. HTM Program Orientation and Induction

Objectives – The Objectives of the Orientation and Induction are:

- 1.1.3.1 To provide a conceptual and experiential stage of awareness and appreciation of Ph.D. HTM Program.
- 1.1.3.2 To create an atmosphere and climate of openness and camaraderie among those who make-up the "learning community" of the Ph.D. HTM Program.
- 1.1.3.3 To provide an initial overview of the Program and an initiation of the processes of learning.

1.2 INDUCTION PROCESS - CANDIDATES, FACULTY, ADMINISTRATION STAFF, AND CANDIDATES.

The introduction, interaction and induction of Faculty, Administrative Staff, and Doctoral Candidates in an orientation session will

- 1.2.1 Create an understanding and appreciation of each other in the "business of learning" in the "academic community" and
- 1.2.2 Provide an opportunity for social, personal and professional confluence as a building block for creating a "learning community" together.

1.3 PRE-QUALIFICATION FOR DOCTORAL DISSERTATION:

- 1.3.1 Candidates who have successfully completed and passed the required and elective course work in the Ph.D. HTM program as well as passed the qualifying examination are eligible to enroll and start the process of dissertation proposal writing.
- 1.3.2 Dissertation Research Project Requirements
- 1.3.3 Purpose of the Dissertation Research Project Requirements

A Ph.D.HTM doctoral dissertation is an academic and practical requirement of the Ph.D. HTM degree program. It is designed to provide candidates the opportunity to integrate theory and practice of the research Process and engagement in a scientific inquiry and practical application of Hospitality & Tourism in a Research Project to be conducted in an "organization or industry of choice". It requires of the Learners/ Candidates intelligence, integrity, creativity, focus of direction and discipline. The "organization or industry of choice" means the Candidate has the following:

- Access and authority to needed information for a research process in hospitality and tourism management
- Influence and initiative to lead a change process in hospitality and tourism, and
- Responsibility for results of and relationships in the hospitality and tourism change process. All of which are to contribute to organizational effectiveness, excellence, and ethical/social corporate accountability/responsibility. (See Figure 2.)

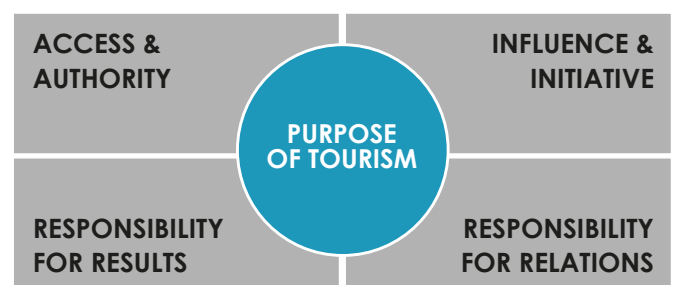


Figure 2. Criteria for Selection of Focal System as "Organization of Choice"

The dissertation research project requirement is designed to provide the opportunities for the learner to engage directly in the Tourism and Hospitality process as a learning activity in scientific inquiry.

- To think creatively, systemically and strategically within Hospitality and Tourism organizations.
- To critically, systematically, substantively, and purposively focus on the Hospitality and Tourism process of problem identification/ assessment, intervention, to plan design/ develop/implement and monitor/evaluate Hospitality & Tourism activities.
- To use Hospitality and Tourism Research interventions (Ph.D. HTM) as central in engaging the organization or industrial partners in a positive change process, as the degree of Ph.D. is on Hospitality and Tourism Management and is designed for this purpose – the field of Hospitality and Tourism is a new discipline or competency for leadership and management.

2.4.2 To use the full model of Hospitality and Tourism Research as the main design/approach to the conduct of the dissertation in which include:

- The assessment/ analysis stage of the Hospitality and Tourism Process
- The development/implementation stage of the Hospitality and Tourism Process as a set of interventions – those activities chosen to effect change in the system on the identified variables for intended results or outcomes
- The evaluative stage of the Hospitality and Tourism Process after the intervention phase

2.4.3 Perspectives of Dissertation Research Project

To learn Hospitality and Tourism, as a process and practice cannot be done only through traditional course work and classroom activities. It is in the world of work in the "organization of choice" or focal system where actual organizational assessment, identification/ design/development and implementation of Tourism Interventions (Ph.D. HTM), as well as monitoring/evaluating results of change processes when fully appreciated and internalized.

Thus, the Ph.D. HTM Program takes the view that the "organizations of choice" as the focal system of study is the real setting where the Ph.D. Hospitality and Tourism candidate experiences their own practice and process as a Hospitality and Tourism Professional serving as an internal Hospitality and Tourism partner to lead and manage change. Therefore, the dissertation research project is a may be a real case study of several Hospitality or Tourism organizations or other quantitative or qualitative research method engaged in a process undergoing change. In this case, the Ph.D. HTM Candidate is the Re-researcher/Hospitality and Tourism Practitioner. Thus the following themes are considered:

- Topical Focus of Study is a Hospitality or Tourism Organization and management processes, as well as on change management strategies / technologies / processes.
- The Hospitality or Tourism Organization as a human social system - therefore the framework is based on the use of different models or metaphors of organization.
- Dynamic processes in management, marketing, strategic planning, human resources management or other elective functional areas will be used on the system undergoing change, development & transformation.

- Research uses the theories of marketing, strategy, innovation culture and change in hospitality or tourism organizations where the study generates a practical value to the focal system under study for which the recommendations should be directed for implementation.

2.4.4 Process on the Choice of Focal System of Study

The Research Model is the research process framework of the dissertation research design in Ph.D. Hospitality Tourism. The following are steps/tasks to initiate the process for Dissertation Research Project.

- 2.4.4.1 The **choice of content** or issues or affirmative topics/ tasks as areas of concern in the situational assessment/ analysis of the hospitality or tourism situation may surface from reflecting on the following questions
- What is in the situation? What is problem? (Situation analysis could be used to start the process of assessment, or any other tool for internal/external scanning of "what works and does not work" in the focal system. For those who choose to take on the "positive HOSPITALITY and TOURISM using Appreciative Inquiry approach, "assessment of potentials" of the focal system is encouraged.
 - What is the statement of purpose-vision- mission of the organization? Is this known, shared and translated in terms of performance indicators?
 - What are the espoused core values? What are the operational values? Are there inconsistencies and discrepancies among these? What is the organizational culture?
 - What is the organizational climate of the company? What about people morale? Customer satisfaction?
 - What makes things work better/differently before and after interventions?
 - What variables or factors go together or correlate with one another in a situation? What causes one or the other in a relationship?
 - What could predict the behavior of one thing or variable in the situation?

- 2.4.4.2 The **choice of CONTEXT** – Focal System - this is the "organization of choice" – one organization or system large enough to make a study of at least 400 respondents where the following levels of primary and secondary data analysis (PROCESS) can be obtained:
- Qualitative Analysis of descriptive and substantive data on the focal system; content analysis using different model, perceptual analysis, value mapping and other tools
 - Quantitative Analysis including Correlation/ Regression Analysis of Variables and Predictive Analysis of Variables

It is expected that qualitative and quantitative analysis processes are integrated in the documentation of the results of the research on the organization as a "human social system"

2.5 Dissertation Prospectus Presentation

- I. Following successful completion of students written qualifying examination, they are invited to show a PowerPoint as part of dissertation prospectus presentation, which takes approximately 20 minutes' oral presentation on their chosen research topic.
- II. They are also asked to provide a 15-20-page research prospectus to the exam committee which is later used to secure them a supervisor.
- III. Their proposed dissertation topic has traditionally been refined as the progress through the theory modules and has discussions with the professors delivering those modules.
- IV. Students are informed venue and time for presentation at least two weeks in advance.
- V. They are also reminded to bring two print copies and soft copies of their power-point presentation to the committee before they present.
- VI. As each student present, critical comments are given by the faculty members to improve areas of their research that require further clarification and improve understanding.
- VII. Students are suggested to follow up all the comments given sincerely by making appropriate changes in the soft file used for presentation. Students are informed to provide the followings before close.

2.6 Guidelines for Prospectus Presentation

1. Each student is required to make an oral presentation of the proposed Dissertation topic before Ph.D. HTM committee.
2. The candidate provides the committee members with both a hard and soft copy of power point presentation.
3. The oral presentation is to be accompanied by a 20-minute power point slide show covering:

The proposed research topic

- Chapter 1 Introduction to the topic and justification for the topic choice
- Chapter 2 a brief analytical Literature Review: of the topic, survey method and analytical method
- Chapter 3 Methodology: showing a possible conceptual framework obtained or derived from the literature. If you have developed your own framework, then you must show how you have done so and cite all sources.

WELL MAINTAINED APA FORMAT 6th REFERENCE LIST.

All written work is to be in academic English which has been spelled and grammar checked.

A candidate presentation can include a statement indicating when you wish to complete the program as this will likely influence a supervisors' decision as to whether to accept you or not.

Approximately 20 slides are suggested for candidate presentation. Font sizes are to be readable by the committee. You are to provide the committee with a copy of your power point in handout format and one spare copy to be shown to your supervisor when he/she has accepted you.

After a candidate finishes 20-minute presentation the committee will ask you detailed questions and will expect you to answer clearly based on your knowledge of the subject. This Q & A process is expected to prepare you for engagement shortly thereafter with your doctoral supervisor.

Notes:

1. If the candidate passes the written qualifying examination along with prospectus presentation stage you will then be given a supervisor with an active publication record in your chosen research field. Students are normally asked their preferences in the process for selecting their supervisor. At the same time potential supervisor is consulted to seek their availability and consent. The authority for appointment of supervisor rests with the Program Director.
2. If the candidate fails the written qualifying examination and prospectus presentation you will have to retake the prospectus presentation when it is next offered.
3. A candidate has between 2-4 years to complete your Ph.D. HTM from this point on.

2.7 Assigning Supervisor following Dissertation Prospectus Presentation – regulations and responsibilities

Students are suggested to maintain a professional relationship with their supervisor and work very closely to maintain steady progress. The student should communicate with supervisor and mutually decide a plan and set up the timeline to complete dissertation proposal and final defense. You can look at the possibility to set up periodical Skype sessions or regular exchange of emails to seek assistance from him/her to maintain steady progress. Stay in touch with him/her for face-to-face meetings (whenever possible) and opportunity for joint paper publication.

The following information as Ph.D. HTM student is important for you.

1. Be advised, there is a time limit for completion of PhD doctoral dissertation. If you exceed that limit then you need to contact GSB office urgently because over 6 years you will be retired from the program. If you do not inform progress of your doctoral dissertation, you will be responsible.
2. Remember, extension of dissertation duration will lead to an increase in a student's maintenance fee.
3. Once you start dissertation under the noble guidance of assigned dissertation adviser, it would be unfair to hold on dissertation either for insufficient funds to pay dues to continue dissertation, student visa, work commitments or manipulate with lame excuses for prolong period of time. The Supervisor will not be able to accept other deserving student(s) for doctoral supervision, as there is a limit / fixed quota. That will damage academic relationship between overseas supervisor and reputation of our program.
4. In such case, Supervisor support will be withdrawn which means start all over again (find a new dissertation supervisor).

2.8 Dissertation Proposal Preparation& Presentation

- 2.8.1 Dissertation Preparation – Enrolling in the Dissertation course and Writing of the Dissertation Proposal.
- 2.8.2 Selection of a Dissertation Topic must be approved by the Dissertation Supervisor with the concurrence of the Program Director.
- 2.8.3 Ph.D. HTM candidates meeting Program Director will be requested to report dissertation progress (see page 15 sample Ph.D. HTM review report)
- 2.8.4 Approval of the Dissertation Topic must be signed both by the Supervisor and Program Director and a file copy must be filed by the Hospitality and Tourism Coordinator.
- 2.8.5 Writing the Dissertation Proposal
The dissertation proposal three chapters (chapter 1, 2, 3, APA format reference list and instruments) must be ready for presentation and written in the following chapters:



Chapter I

The challenge The Problem/Potential for change

Overall, Chapter 1 must focus the discussion on the rationale of the topic choice using a system's approach in tracing the relevance of this topic from the big picture (global, regional, national) and on to the focal or local situation.

The outline of this discussion may proceed as follows:

- 1.1 Generalities of the Topic - Context of the study described from macro (global, regional, and national) and focal (local) perspectives - high- lighting the situational problem as a need for the conduct of research (Include some industry pro- file in this section.)
 - 1.1.1 Global Context
 - 1.1.2 Regional/Asian Context
 - 1.1.3 National Context
- 1.2 The Focal System – The Hospitality or Tourism Company Situation or analysis – This is the situation analysis utilizing SWOT, and other strategic, marketing or operational management tools used for initial assessment of the situation of the organization to identify the situational CHALLENGES - problem and potentials for change/ development with the presentation of the situation.
- 1.3 The Need for Research is paragraph that links the hospitality or tourism situation assessment/ analyses to the
- 1.4 The Statement of the Research Problem or Purpose of the Research
- 1.5 Research Objectives - what the researcher intends to do and achieve in the study or research
- 1.6 Research Questions - what the researcher intends to address and answer in the light of the research objectives
- 1.7 Research Hypothesis - what the researcher intends to test and prove as valid
- 1.8 Scope and Limitations of the Study – delimitations, circumstances beyond the control of the research
- 1.9 Significance of the Study – the value or significance of the study to the benefactors – focal system, leadership/ management, the larger system
- 1.10 Definition of Terms - This is a list of variables defined operational such that the definitions reflect the way these concepts are used in the study. These are the constructs used in the conceptual framework and the title of the study. Care must be taken that the definition of terms reflects consistency with the items in the survey questionnaire.

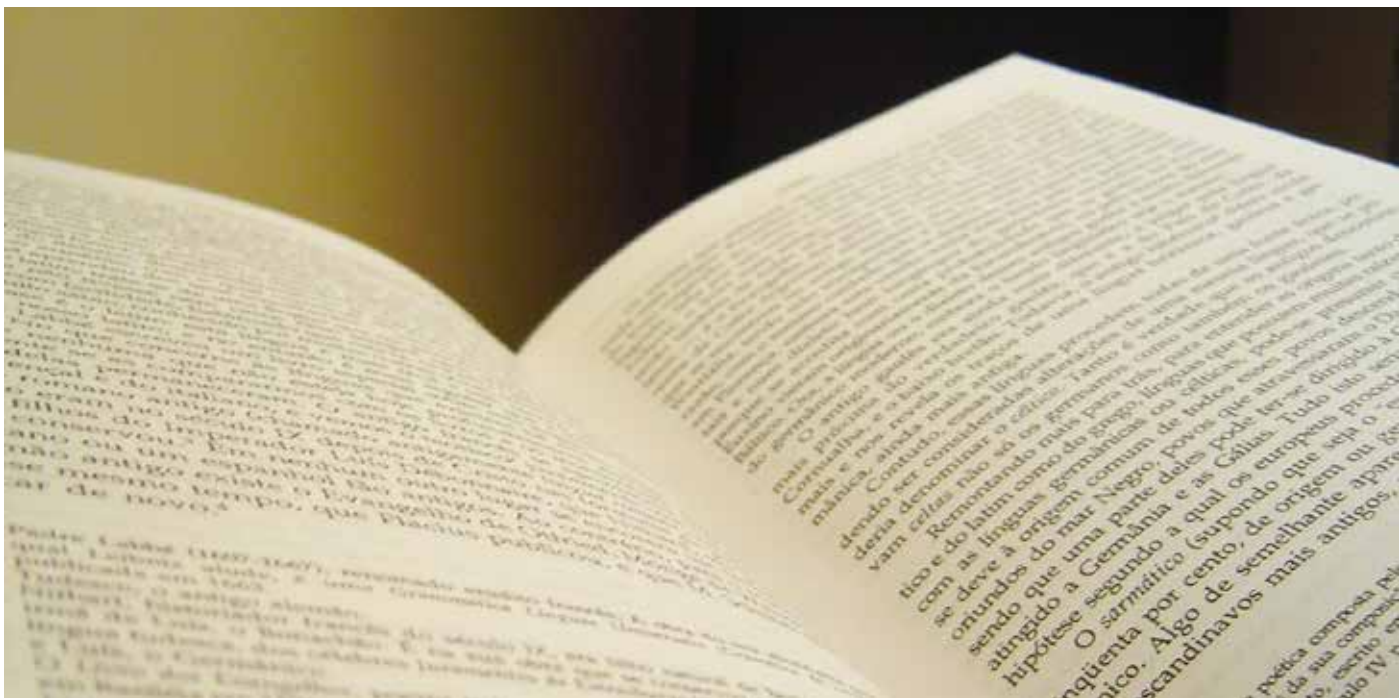
Chapter II

the Literature Review and the Theoretical, Conceptual and Research Frameworks

This chapter is a combination of two parts namely the review of related literature, (those theories and researches cited as theoretical foundations and studies on the topics) and a discourse or composition that argues on the choices of concepts, constructs or terms in conceptualization of the frameworks of the research – the conceptual as well as research frameworks. The composition of this section is both a critical and creative process of synthesizing concepts from various authors (sources) as applied to the specific topics related to the research problem.

- 2.1 Review of Literature & Related Studies - a discussion and discourse of the theories related to the overall topic drawn from the literature and related studies. To build on what has already been done in the program, all dissertations in the Ph.D. HTM Program already done which are related to the current topic choice must be included in the review in this chapter. – It includes a discussion on the distinctiveness/ contrast/ similarity/ differences of those studies and how these contribute or differentiate on the choice of study at hand.
- 2.2 Theoretical Framework - a discussion and discourse of the choice of two to three major theories discussed in 2.1 zeroed in as anchors or pillars of the study
- 2.3 Conceptual Framework - a discussion and discourse on the chosen key concepts conceptualized as a framework for the research where relationships are identified as independent variables and as well as dependent variables. The choice of these variables must be based both on the findings from the hospitality or tourism organizational assessment/ analysis in Chapter 1 and the discourse on the theories and studies in Chapter 2. After the discussion, a schema is drawn and explained how these variables are illustrated as independent and dependent variables.
- 2.4 Research Framework the Research Model of a Pre and Post-Tourism Design follows the discussion from the conceptual framework.

This is a presentation both in a schema and a composition a summary of expected Hospitality or Tourism Assessment as well as the Post Hospitality or Tourism Evaluation on desired outcomes. A Summary of hospitality or tourism Activities is also included as a bullet list of activities for intervention.



Chapter III

Research Design and Methodology

- 3.1 Research Design - Description of research as the generic design of the study.
- 3.2 Research Methodology - identification, description of the various methods used in studying the subject – This includes both the qualitative and quantitative methods used to determine the results.
- 3.3 Subjects of Study/Sources of Data – Description of the purposive sample since the study can be a Case Study of one organization. If the population of the organization is large, then a sampling procedure of respondents is included in the description.
- 3.4 Research Instruments, Tools and other data gathering techniques and procedures. A table of specifications illustrating the variables or constructs and how these are translated into items that would measure the concepts in the conceptual framework.
- 3.5 Instrumentation - All structured and open-ended instruments designed for the purpose must be Pilot-tested and analyzed for reliability and validity. The results must be disclosed to the dissertation examining committee in the proposal/ final document. If existing instruments are used, permission must be sought from the source and if adaptation is needed, such instruments need to be pilot-tested for reliability and validity.
- 3.6 Tools for Qualitative and Quantitative Analysis Statistical Tools and Treatment of Data – These must be indicated and described.
- 3.7 Design/Development of HOSPITALITY or TOURISM – a description of the TOURISM Process Design (Hospitality or Tourism activities as Interventions developed and implemented in phases in the research - as opted and utilized need to be identified, described and organized tentatively until results of Ph.D. HTM assessment is completed, where such Ph.D. HTM could be determined accordingly based on identified needs and problems.
- 3.8 Data Collection Processes – Techniques and procedures in data collection are identified described and organized. Since this research is to demonstrate the actual change processes being implemented, such could be documented in video and other electronic forms to illustrate the actual results of events in the Ph.D. HTM.
- 3.9 Data Analysis – Tools for qualitative and quantitative data analysis are identified, described and organized.
- 3.10 Bibliography – All entry of bibliographical references must follow the standardized APA Style as much as possible, the latest edition.
- 3.11 Appendix - Copies of tools and Instruments

Chapter IV

Presentation and Analysis of Findings

- This chapter can be creatively and logically organized and care must be taken that the sequence of presentation and analysis of findings are intimately connected with the intention of the research (research objectives, questions, hypotheses) as well as the organization of data in both qualitative and quantitative terms. Presentation of statistical data in summaries must follow the standard format with level of significance indicated accordingly.
- 4.1 Composition and Presentation – The processes used in this chapter reflect the logical and creative flow of the research objectives, questions, and hypotheses.
 - 4.2 Tables and Figures are presented as needed to show the findings and support the discussion on these findings.
 - 4.3 Both Qualitative and Quantitative findings are reported in this chapter in summary form.
 - 4.4 Analysis and interpretation of the findings are fully discussed in this chapter.

Chapter V

Summary, conclusion and Recommendations

- 5.1 The Summary part of this chapter is only the summary of findings.
- 5.2 The Conclusion section of this chapter must be drawn from the Findings
- 5.3 The Recommendations are formulated in two levels a) Recommendations for further HOSPITALITY or TOURISM follow-through based on the conclusions and residual problems in a research would be expected to have; if findings show a need for designing a new model, such design must be included in this section AND b) Recommendations for further research.
- 5.4 EPILOGUE – The reflection of the candidate on the experience of being tourism learner, tourism researcher, and tourism practitioner and what all these experiences have an impact on his/her person, profession and position in change leadership/management.

2.9 Consultation with the Dissertation Supervisor and Dissertation Committee Members

2.9.1 It is the main responsibility of the candidate to seek guidance and help from their supervisor through period consultations (virtually and/or face-to-face or telephone connections) and if possible seek occasional consultation with the other members of the Dissertation Committee following Ph.D.HTM protocol.

2.9.2 In the same token, it is the responsibility of the Dissertation Supervisor to respond and guide the candidate / advisee appropriately and period in the progress of dissertation proposal writing. The initiative must come from the Candidate, although the Dissertation Supervisor may call on the Candidate/ Advisee for updates.

All communications (particularly emails) between supervisor and advisees must include a cc to the Program Director.

The Program Director provides the important link in enabling both the adviser and advisee expand, clarify, enrich and connect the issues encountered in the process to the main objectives of the program.

2.9.3 Schedule of the Dissertation Proposal/Final Presentation Program Director will coordinate with the GSB office to constitute a dissertation panel based on requirements of the Office of Higher Education Commission (OHEC) and their availability. Once it is done, a candidate will be conveyed the possible duration of committee members' availability to finalize a day/date to defend.

In the meantime, candidates can continue to work on their PPT slides and stay mentally prepared to submit printed copies of the dissertation final to the tourism Program coordinator before the 10th of the month along with submission of the following documentation before releasing of defense schedule.

1. If defending final dissertation defense (ensure the provision of record of written comments in the Graduate School Office, given by each dissertation examining committee member at the dissertation proposal defense stage)
2. A research log (meeting record and advice between candidate and dissertation supervisor to be maintained by defending candidate duly acknowledged by supervisor submitted as part of the dissertation proposal to the Graduate School Office).
3. Request proofreader to provide a signature on a GSB form for submission to GSB office prior to the defense.

4. Check that you have cleared any outstanding maintenance and other fees with the university. You can contact tourism Program coordinator to ascertain details.

5. Turnitin evaluation

- You will be allowed to upload your work to Turnitin after your main dissertation supervisor has approved it.
- You must complete your work to your satisfaction now and upload to Turnitin via LMS site following instructions from Tourism Program coordinator.
- You can only upload once all five chapters including a complete bibliography and research instrument(s), so you must ensure that what you have cited and referenced correctly according to APA methodology.
- Your Turnitin similarity score must be less than 25%.
- You must upload all work in the designated site only not multiple Turnitin facilities with others or in different languages or country-specific sites.
- Once you obtain successful Turnitin evaluation result, GSB office will need to have copies of the dissertation available for the committee to read 4 weeks before the scheduled defense date.
- The Final Oral defense is open to the public.
- The Chair of the final dissertation defense committee is an external expert.

The task of preparing the Schedule of Dissertation Proposal Defense is done by the Coordinator in consultation with the Ph.D. HTM Program Director and with the logistical assistance of the GSB Office. The program Director will nominate the Dissertation Proposal Defense Committee members depending upon the student's research topic and area of expertise of the available defense committee members and for matching particular choices of dates and times.

2.9.4 Following Dissertation Proposal/ Final defense

As per the University rules, Ph.D. in Hospitality & Tourism Management program academic committee entrust upon doctoral dissertation defense system and mechanism by constituting panel experts in the study area of defending candidate, to make observations, critically review work, raise appropriate issues, and give constructive comments, with the best intention to raise the quality of the work.

All students are advised at their dissertation proposal defense to inform/report changes to the committee within one-month time period before proceeding further in the following fashion.

Chapter	Examining committee	Comments given	Modification (s)	Page and line no.
1	a. _____ b. _____ c. _____	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____	Page number, line number
2	a. _____ b. _____ c. _____	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____	Page number, line number
3	a. _____ b. _____ c. _____	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____	Page number, line number

If this step is bypassed intentionally or unintentionally and primary data collected without informing progress and inform later that you only consulted your advisor and do not inform the committee, your data collection exercise will be considered invalid. GSB office will not proceed with requests from those students who try to bypass University dissertation defense process and ignore quality assurance guidelines issued by the Office of Higher Education Commission (OHEC).

2.9.5 Dissertation Presentation - Proposal and Final Oral Defense Schedules:

All presentations, either proposal or final oral defense must be endorsed in writing (email is acceptable) by the Dissertation Supervisor.

- 2.9.5.1 Dissertation Proposal Defense** - A good tourism presentation and deliberation of a dissertation proposal sets the stage for a good tourism dissertation writing and completion for the final oral defense. A successful dissertation proposal defense must have the following approved for implementation:
- Dissertation Topic
 - Contextual Composition of the research – both industry and the organization
 - Research Problem, Objectives, Questions and Hypotheses
 - Research Framework - Theoretical and - Conceptual Frameworks
 - Research Design - Methodology, Population Subject of Study, Selection, and Sampling Procedures as needed
 - Instrumentation
 - If designed by researcher, it must be Pilot tested and analyzed for reliability and validity – at least .06 level of reliability
 - If instruments used are standardized and copyrighted, permission to use must be sought
 - If instruments from western perspectives are adapted, principle component analysis (factor analysis) must be investigated.
 - Implementation Plan – Schedule of Activities for Implementation and Completion
 - A logbook of activities must be designed for the tourism activities (see research log in appendix) A Form or Checklist must be prepared indicating that all of the above have been completed by the Candidate and approved by the Committee en banc after dissertation proposal presentation. Copies of this form must be given to the Candidate and filed with the Hospitality and Tourism Coordinator and GSB Office.

- 2.7.5.5.2 Final Oral Defense** - A successful oral defense considers the following as acceptable and on par with standards:
- 2.7.5.4.2.1 A clear and definitive Dissertation Title
 - 2.7.5.4.2.2 A complete and succinctly Written Abstract
 - 2.7.5.4.2.3 An acknowledge Page
 - 2.7.5.4.2.4 A complete, clear, and coherently written Chapter I
 - 2.7.5.4.2.5 A complete, substantive and comprehensively written Chapter II with a Complete and clearly described and illustrated theoretical and Conceptual framework
 - 2.7.5.4.2.6 A complete and clearly written Chapter III
 - 2.7.5.4.2.7 A complete and thoroughly presented and discussed Chapter IV
 - 2.7.5.4.2.8 A complete, comprehensive and coherently written Chapter V
 - 2.7.5.4.2.9 A Reflection on the Learning Process of being a Researcher/TOURISM Practitioner – as Epilogue at end of Chapter V
 - 2.7.5.4.2.10 A full bibliography following APA style

- 2.7.5.4.2.11 A complete set of Appendices
- 2.7.5.4.2.12 Table of Contents
- 2.7.5.4.2.13 A Dedication Page
- 2.7.5.4.2.14 List of Figures and Tables
- 2.7.5.4.2.15 Candidate's Curriculum Vitae
- 2.7.5.4.2.16 Overall Documentation of Dissertation for final binding must follow The APA Style, or the latest style as available.

A Form or Checklist must be accomplished and approved duly signed by the Committee en banc to be attached to the approval sheet after the Oral Defense. The Chair of the Committee checks and ensures that this is done immediately after the exercise.

2.7.5.5 Dissertation Consultation Process

- 2.7.5.5.1 A Helping-Dialogic Relationship between Supervisor-Advisee functioning as Learners in the Process
- 2.7.5.5.2 A Mutual Responsibility – The Supervisor is responsible for guidance and direction and the Advisee is responsible for the conceptualization, operationalization and completion of dissertation work. It is important that the candidate pays attention to neatness and organization of work, as early as possible, such as spacing, margin, indention, double space, single space for quote materials, and so forth.
- 2.7.5.5.3 Supervisors appreciate students who are willing to work hard, who are self-motivated and continue to move forward.
- 2.7.5.5.4 It would be incorrect to assume that a thesis is a mere writing assignment and a supervisor/advisor to write for you.
- 2.7.5.5.5 The candidates are to desist from circulating theses and Ph.D.HTM related contents by social media such as twitter, Facebook and You Tube and instead contact their supervisor by email or mobile phone.
- 2.7.5.5.6 Always respect the deadlines for submission and value the supervisor's time and convenience too. Make sure to give your advisors enough time to read before the next meeting.
- 2.7.5.5.7 You must be sure what you have sent is the best, well and rigorously thought out pieces of work to your supervisor that you can. If a supervisor receives periodic pieces of well researched, well written/structured pieces, they will enjoy reviewing and providing feedback.
- 2.7.5.5.8 Please value supervisor's time too. You need to choose wisely when you are ready and not involve your advisor in every twist and turn of your study. Make sure to give your advisor enough time to read before next meeting. The supervisor may not be able to reply your email within 24 hours or more. Your supervisor could be travelling or busy.
- 2.7.5.5.9 Please note, do not expect your advisor to be your proofreader. If your Academic English is not up to standard you might need to take services of a suitably qualified person to assist you in writing.
- 2.7.5.5.10 Plagiarism is an academic offense. Such issues will be dealt severely.



2.7.5.6 Role of International Supervisors

2.7.5.6.1 The International Supervisors as Strategic & Systemic Partners of Learning in Dissertation Writing. The International supervisor is one who comes from overseas and can be reached by virtual, telephone and/ or whenever possible face-to-face consultation. The Program Director or Faculty in residence on Campus (Full Lecturers in the University) are able to provide face-to-face consultation as much as possible besides virtual and telephone consultations and conversations. The respective responsibilities include:

- Ensure soundness and appropriateness of thesis topic, frameworks, research design, methodology, instrumentation and adequacy of candidate's review of literature i.e. knowledge on the subject to write about it.
- Suggests sources and resources for use in the development of the dissertation.
- Interacts and dialogues with the candidate in a process that draws out the best of the helping relationship.
- Monitors and enables the candidate to progress and resolve issues in the process
- Certifies the preparedness, readiness and completion of dissertation work for presentation by completing a form for this purpose.
- Attends physically/ virtually all dissertation presentation (proposal and oral defense). No schedule of Proposal & Oral Defense of Dissertation is set and conducted without the approval and presence of Dissertation Adviser. The advisor needs to provide signature on the cover page. However, with the advanced communication/computer technology, this could be arranged in a teleconference where the International Supervisor can be viewed in person interacting with the Committee en banc.
- Takes notes of comments and recommendations from the Committee in deliberation on the features of the dissertation
- Confers with Advisee after every presentation to guide students on the corrections and revision of the dissertation research work based on the recommendations of the Committee en banc.
- Gets the benefit of support from the whole Committee and the Dean on the work done with the candidate.

In view of the nature of the role of the Dean as Administrator of the Program, the Dean may by his choice serve only as a Member of the Dissertation Committee. This will provide the Dean the leeway to exercise the privilege to review objectively and decide on critical issues that may arise from any conflicts in the helping relationship in dissertation adviser ship and committee membership.

2.7.5.6.2 Role of Dissertation Committee Members

2.7.5.6.2.2 The Dissertation Committee sitting functions as a collective body.

- 2.7.5.6.2.2 The Ph.D.HTM Program Director (unless they are not supervisor of the defending student or are unavailable) chairs and steers the conduct of the Dissertation proposal defense presentation). Under no circumstances can a dissertation adviser serve as the chair of the dissertation committee.
- 2.7.5.6.2.2 The Dissertation Committee deliberates on the merits of the dissertation work presented and decides, in consensus, on the rating of the dissertation work.
- 2.7.5.6.2.2 The Dissertation Supervisor take notes and summarizes the key points - comments and recommendations for the candidates to do in revising and refining the dissertation. This should be written and attached to the approval sheet duly signed by all the committee members present.
- 2.7.5.6.2.2 The Dissertation committee will be provided a copy of student thesis and thesis comment sheet during the defense. The committee members are required to include details of changes/comments for each Ph.D. HTM thesis candidate on the dissertation and the comment sheet. These will be essential for the monitoring student's progress and ensuring compliance with GSB office Quality and student's records.
- 2.7.5.6.2.2 The Dissertation Committee approves the summary of recommendations for corrections/revisions/ improvement of the dissertation for implementation by the candidate with the guidance of the dissertation supervisor. Neither a Committee Member nor the Coordinator can impose any change on what has been duly approved by the Dissertation Committee.



2.7.5.6.2.2 The Dissertation Committee Members attend physically the presentation of dissertation (proposal and oral defense). Only in extreme and unavoidable cases can a Dissertation Defense be held when anyone member of the Committee is absent. A Committee member who is unable to attend the defense must communicate in writing their absence and submit their comments and recommendations on the dissertation in writing to the Ph.D.HTM Program Director. The Ph.D.HTM Program Coordinator and the Dissertation Adviser. Such comments must be shared during the defense for consideration as part of the summary of comments for the candidate to comply with.

2.7.5.6.3 Role of Faculty as committee Member

2.7.5.6.3.2 The Faculty as a Committee Member provides a reflective and alternative perspective and critique of dissertation work.

2.7.5.6.3.2 The Faculty promotes and ensures the quality standard of the dissertation work of the candidate.

2.7.5.6.3.2 The Faculty contributes and supports the enrichment and enhancement of the dissertation work.

2.7.5.6.4 Role of Program coordinator as monitor of all dissertation completion

2.7.5.6.4.2 The Program Coordinator performs and oversees the administrative functions of the GSB relative to completion of dissertation requirements of candidates such as:

2.7.5.6.4.2 Coordinates, communicates and checks on the assignment and communication of Dissertation and Committee Members as soon as candidate is enrolled in Dissertation Writing

2.7.5.6.4.2 Coordinates and monitors on the progress of candidates in preparation for the schedule of dissertation proposal and final defense

2.7.5.6.4.2 Coordinates, monitors and ensures the readiness and completion of requirements (see all forms attached in appendix) prior to the conduct of proposal and oral defense as scheduled

2.7.5.6.4.2 Coordinates and monitors the completion and submission of corrected/revised dissertation for qualification for inclusion of candidate for graduation.

2.7.5.6.4.2 Issue school letters introducing Ph.D. candidate to the chosen tourism and hospitality organization for primary data collection purposes.

N.B. This set of guidelines will evolve and include other concerns as these emerge in time so as to provide for consistency and flexibility in response to changing conditions in the implementation of the program.

All virtual communications (e-mails) between advisee and supervisor/advisor on matters relevant to the design, conduct and development of the research for the purposes of mutual helping relationship must include the Program Director in the loop.

See Additional page on Summary Guide or Checklist and Research Design Model:

Important TIPS to consider:

1. All accounts or descriptions and discussion are expressed in the THIRD PERSON (not first person "I" or "we")
2. All tenses must be consistently used either as past tense or present tense. A reference to future tense in the proposal stage must be changed accordingly in the final presentation.
3. APA style must be observed as early at PROPOSAL STAGE to save time for final check in the final stage.
4. Submission to TURNITIN of Proposal (three chapters) and the Final Document (All five chapters) must be done prior to approval of schedule for presentation.
5. Care must be taken for all documents to be NEAT, WELL SPACED, CONSISTENT IN FORM AND SUBSTANCE.

Originally prepared by: Ph.D. Hospitality and Tourism Dissertation Committee Currently reviewed and revised by:

Asst. Prof. Dr. Adarsh Batra, (note attach an electronic signature here) Chairman/ Ph.D.HTM Program Director

Approved by: Dr. Kitti Phottikitti, Dean of ABAC Graduate School of Business

Revised 10 May 2018

A. PH.D. HTM REVIEW REPORT (Sample)**Cohort # 3 Wednesday, November 06, 2017**

Name - _____ Student ID - _____ Batch no.- _____

Research topic - _____

1. When did you enroll as Ph.D.HTM student? (Month/ Year)

2. How many chapters have you written so far?

3. Did you experience issues or problems with any part of the work (including supervision) that are detrimental to achieving the required learning outcome?

4. Did you ever present/ publish parts of your dissertation in a reputed national/ international conference or journal? Provide details

5. Are you a scholarship student? If yes, provide details

6. Are you currently employed/ owner? Provide full details

7. Dissertation proposal defense plan/ defended (when)

8. Dissertation final defense plan (when)

9. Provide reasons for delay in completion of the dissertation

ACKNOWLEDGMENT

I, _____ I. D. _____, hereby acknowledge the following as a Ph.D.HTM candidate and take full responsibility and accept the consequences to accomplish my Ph.D.HTM dissertation within the required time period of the course enrolled.

As per Assumption University Regulations on Graduate Studies Manual B. E. 2558, I am required to complete the dissertation within 6 years' maximum. There are 2 outcomes:

1. If I exceed that limit and no progress, I am automatically retired from the Ph.D. in Hospitality & Tourism program in compliance with the University regulations.
2. If I exceed that limit and have evidence of progress report in the last 6 months
 - a. I will reactivate my student status at GSB office
 - b. I will regularly show the report/ progress to assigned advisor and program directors
 - c. I will get extension letter to continue (for a limited time only)
 - d. If I do not complete as promised in the last extension letter I will be automatically retired from the Ph.D. in Hospitality program in compliance with the University regulations.

Signed by Ph.D.HTM candidate

(_____)

Date ____/____/____
 DD MM YYYY



B. PH.D.HTM GRADUATE PUBLICATION REQUIREMENT

Students are encouraged to conduct research and disseminate research publications by either attending or presenting National/ International reputed conference locally or abroad or publishing in Journals listed in Thai Journal Citation Index (TCI), Tier 1 and Tier 2.

Ph.D. students' graduation requirement that involves publication of full-paper in a reputed Journal (TCI rank 1 or 2 or Scopus journals) approved by The Thai Citations Index. This publication normally takes time which can further delay graduation even if you have successfully defended final. Therefore, it is suggested that if

1. A Ph.D. candidate has successfully defended dissertation proposal defense
2. Report/ comply all changes with the dissertation examining committee within two months
3. The candidate has collected primary data
4. The candidate has analyzed primary data
5. That collected/ analyzed data has been approved/ accepted by the immediate adviser as well as the Program Director

Those students who have fulfilled above mentioned 5 conditions can prepare themselves seriously to write a research paper and submit to publish in an approved Journal and then can claim it to fulfill publication requirements even before or close to defending final dissertation defense.

- * Attending any conference or presenting a paper at the conference and the only abstract in the conference proceeding alone is not permitted to fulfill publication requirement.
- * The Journal must have publically notified 'Peer review' process and an 'Editorial board'. Check journals are not black-listed.
- * The full-paper must be directly based on Ph.D. Dissertation study objectives, model stated data collected and analyzed and main findings.
- * A candidate can include the name of their adviser (with their acknowledgment) as co-author of the paper but a Ph.D. candidate must be the prime author of the paper and his/her name must appear before the advisors (as co-author) name on the paper.
- * To support research publication efforts of both faculty and students there are in-house TCI indexed International e-journals (AU-GSB-e- journal and ODI VAO Journal).
- * Journals listed in Thai Journal citation index (TCI) http://www.kmutt.ac.th/jif/public_html/
- * Publication in ABAC Journal is also acceptable <http://www.au.edu/index.php/newsandevents/3520-abac-journal-accepted-in-scopus.html>

C. SUCCESS IS MOSTLY ABOUT HARD WORK AND PERSISTENCE

- Complete your dissertation and receive hard-earned Ph.D. within time bound manner.
- Be advised, a respectable time limit for completion of your Ph.D.HTM doctoral dissertation is 3-5 years.
- If you have exceeded that limit then you need to contact GSB office urgently.
- GSB office can support you in your endeavor because over 6 years you will be automatically retired from the program.
- If you do not inform progress of your doctoral dissertation, you will be responsible.
- Ensure to reactivate your student status and get extension letter as necessary to stay in the game.

We are happy to assist you.
Keep up the good work!

"Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michelangelo, Mother Teresa, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein"

– H. Jackson Brown Jr.

Candidate Signature of acknowledgment

Date _____

SUMMARY CHECKLIST

No.	Key Elements	Criteria for Assessment
1.	Title in the Title Page	Succinct one that tells the central purpose, focus (Variables) and Subject of the Study
2.	<p>Chapter 1 – The Context and The Problem or Potential Challenge for Change</p> <ul style="list-style-type: none"> • Situation Analysis – Global, Regional (ASEAN/ Asian), National, Company Perspectives on the Theme. • Hospitality and Tourism Assessment – Initial Sensing, environmental scans and other tools used to capture the initial assessment of the Focal System • Synthesis on Situational Problem and Need for Research • Statement of the Research Problem (Purpose of Research) • Research Objectives • Research Questions • Research Hypothesis • Scope and Limitation/ Delimitations – in content, process and context • Significance of the Study – Identify the levels of the system who are the beneficiaries of the study and in what terms each would benefit • Definition of Terms 	<ul style="list-style-type: none"> • Factual, objective, data-based on cascading or interrelated discourse on the theme, illustrating trends or patterns of behavior that relate or account the problem • A combination of qualitative and quantitative data to support the CHOICE and initial assessment of the focal system • Creatively connected, cohesive, comprehensive & logical • This statement must jibe with the title of the research • Specific and attainable within the period of study. Clear, logical, coherent, connected, doable tasks • Clear, logical, coherent, connected • Clear, logical, coherent, connected • The scope is expected to indicate a reasonable area of study which is large enough to be significant but narrow enough to permit careful treatment. This defines the parameters as well as the attempts to address any of the limitations if at all possible. • These are statements on specific benefits of the study to the stakeholders as well as to the field of HOSPITALITY or TOURISM • Terms used in the title and conceptual framework - Clear, conceptual and operational definitions and must align with the items in the survey questionnaire • In all of the above, there is a thread or line that connects and runs through in all part of the chapters until the end and must reflect the Dissertation Title and Statement of the Problem. As above and must also be internally consistent with each other
3.	<p>Chapter 2 – Review of Related Literature, Theoretical Foundations and Conceptual Frameworks</p> <ul style="list-style-type: none"> • A Discourse on Themes or Topics or Theories that relate to the Key Variables of the Topic, objectives and questions – the synthesis of this discourse is the theoretical foundation of the research as a whole – should have a schema as illustration • Review of studies or researches on the same or related topics – including all relevant dissertations done under Ph.D. HTM • Discourse on the justification of the choice of the concepts or constructs that make up the Conceptual Framework – and a Visual schema or illustration of the concepts in relationship to each other that gives a sense of wholeness in scope or coverage • Research Framework (Research Model – Pre and Post Ph.D. HTM Model) 	<p>Creative, Cohesive, Critical, Comprehensive, relevant, systemic, systematic, strategic, substantive</p> <p>Coherent, creative, Substantive and Simple</p> <p>Coincidentally it makes sense in a schema – one can sense its completeness and logic.</p> <p>Research Model - within this research process framework – there is also a content framework on Organization Change and/or Ph.D. HTM that makes sense with coherence and comprehensiveness from a systems perspective. Must reflect the Thesis Title, Statement of the Problem, and the Research Objectives, Questions and Hypotheses</p>
4.	<p>Chapter 3 - The Research Design and Methodology</p> <ul style="list-style-type: none"> • Brief introduction on the research design • Research Model • Respondents or Subjects of the Study – Reasons for the Choice, Purposive and/or Sampling Design or Random or Stratified - whichever is carefully chosen • Research Tools or Instruments to be used in the Pre and Post Design • Research Tools or Instruments to be used in the Ph.D.HTM - for observations on the process • Ph.D. HTM Design of activities • Tools for Analysis for both Qualitative and Quantitative to be identified and described. • Logbook for activities and data recording 	<ul style="list-style-type: none"> • Clear description of the research model as applied to the chosen topic Aligned items to the variables under study • Appropriate design both process and concept on the Ph.D. HTM • Relevant and must reflect the Thesis Title, Statement of the Problem, and the Research Objectives, Questions and Hypotheses • Relevant and appropriate qualitative and quantitative data analyses. • Appropriate choice of Ph.D. HTM based on the issues and findings of the assessment or diagnosis • Clearly identified, sampled statistically valid and appropriate use of tools and therefore the analysis done makes sense. • HOSPITALITY or TOURISM Process design in phases and the appropriate activities under each phase

No.	Key Elements	Criteria for Assessment
5.	<p>Chapter 4 – The Findings, Analysis, Interpretations of Data and Insights</p> <p>To report, describe and discuss the findings, observations, analysis and synthesis based on the following</p> <ul style="list-style-type: none"> • Research Objectives • Research Questions • Research Hypothesis • Research Framework – in two levels - Conceptual (Content/Theories) and Research (Research Process and Scientific Inquiry Process) 	<p>The presentation of data, findings, observations, implications and insights can be creatively and logically presented based on what have been stated as directions in Chapter 1 and based on the frameworks in Chapter 2. There are many ways of presenting this chapter – the rule of thumb is that there is logic, sequence, connectedness and coherence as well as creativity - everything makes sense in systemic and systematic ways that the READER understands – what you did - what happened, how things happened and why things happened and that changes before and after are plausible, credible, and supported by data (quantitative and qualitative), analysis and logic reflective of the frameworks considered in this study – using triangulation. No extraneous elements should be considered here that have not been earlier referred to in Chapters 1 & 2. Circumstantial, concomitant events or unforeseen situations can be mentioned as factors that have been observed to affect the system which consequently the change process.</p>
6.	<p>Chapter 5 – Summary, Conclusions, Recommendations and Reflections</p> <p>to highlight the following</p> <ul style="list-style-type: none"> • Summary of Research Intentions • Summary of Findings • Conclusions based on Findings • Recommendations based on Conclusions in the Research Format • Reflections or Epilogue on the Research and on the Program as a whole 	<p>This presentation is SUMMARY in three levels – research process, research findings with conclusions and recommendations and reflections on the research and the Ph.D. HTM Process as a whole. – This is a straight forward composition based on all the previous four chapters but also connected, comprehensive, creative, and cohesive in terms of the recommendations and reflections This chapter must also show: how the Statement of the Problem has been addressed, how the Research Objectives have been achieved, how the Research Questions have been answered and how the Hypotheses have been tested.</p>
7.	<p>Epilogue or Reflection on the Doctoral Program as a whole and the Research Process as the culmination of the Program</p>	<p>This is both personal and professional reflections of one's own learning and professional growth.</p>
8.	<p>Bibliography – APA Style 6th format that includes</p> <ul style="list-style-type: none"> • Primary sources – Books • Journals and other Publications • Web or internet sources 	<p>APA Format both in this bibliography and in the text.</p>
9.	<p>Appendices</p> <ul style="list-style-type: none"> • Research Tools or Instruments • Other Relevant Documents and Analysis of Data • TOURISM Process Design as Ph.D. HTM Processes/Activities as used in the TOURISM Intervention • Some Visuals or Pictures of Interventions as testimonials of what has been done during the Ph.D. HTM Period. • CV 	<p>All tools & instruments used Essential & relevant documents & summary analysis as critical references Basic Information, Substantive, Essential and Brief on the Design and Purpose of the Tourism process and set of interventions.</p>
10.	<p>Other Pages to Complete</p> <ul style="list-style-type: none"> • Title Page • Abstract • Dedication Page • Acknowledgement • Table of Contents • List of Tables • List of Figures 	<ul style="list-style-type: none"> • Check on the Template on this • Complete with all essentials, succinct and precise • Brief - limited to a line or two One page would be sufficient • All Chapter titles. subject topics & pages All Tables and pages • All Figures and pages

Rationale:

- > To Identify Planned Change in a Hospitality or Tourism System in the most holistic, functional, feasible, responsive and scientific approach with a manageable timeframe that could best be done using the Research Process
- > To address both the problem/challenges as well as the potential/challenges of the organization or unit understudy.
- > A unit or an organization is a learning system and as such, the system both at the individual and corporate level performs generic roles to function as whole systems.
- > A unit or a hospitality or Tourism organization therefore as whole systems is engaged in a learning process,



Phases of the Proposed Research hospitality and Tourism Model

Phase One: REASON OR PURPOSE – Articulate and affirm the purpose of Research – This must be clearly articulated so that it becomes the central reference for all the steps in the remaining four phases of the Hospitality or Tourism model.

Phase Two: ASSESS / IDENTIFY / EXPLORE – Problem / Potential Challenges

- Identify challenges – problems and potentials/ strengths
- Identify gaps and gains
- Utilize hospitality and tourism models for Assessment

Phase Three: EXPLORE / REFLECT / CRAFT – hospitality and Tourism models, Processes as Maps for the Research

- Discover and design tourisms, processes and maps – AR Proposal as an output
- Design Action Plan activities for the interventions as part of the AR Proposal
- Design the research framework using the Hospitality or Tourism model with intervention activities as proposed

Phase Four: DESIGN / DETERMINE / ENGAGE - Action Taking in Ph.D. HTM

- Keep tabs of systems map – the subject of the study
- Action Plan Implementation using varied tourisms / frameworks to design and cover all activities
- Document – surf and morph the processes, indicators of performance and activities does to determine milestones

Phase Five: MONITOR / EVALUATE / REDESIGN - Taking Notes of ongoing and end of activities outcomes

- Determine milestones in every phase and stage of the Ph.D. HTM process of implementation
- Monitor both qualitative and quantitative indicators of change or shifts of being, behaving and becoming
- Prepare comprehensive and complementary summaries on both qualitative and quantitative outcomes based on observations and instruments used

Ph.D. HTM Defending candidate guidelines

Dear Defending candidate

Before seeking to defend your proposal or final dissertation you must complete the following items:

1. Your work must be approved for defense by your Supervisor
2. Your work must be professionally edited and be in APA format.
3. You must have submitted your completed work to Turnitin through the facility provided by the Office of the Graduate Studies (OGS). The resultant similarity index score must be 25% or less to be accepted for defense.
4. Two submissions AT MOST will be permitted for a proposal or final dissertation. Gaming the system by making multiple submissions will not be permitted under any circumstances.
5. When each of the above items has been completed and attached to the proposal or Final thesis they may be submitted to The Ph.D. HTM programme coordinator Ms. Nichaya. For a proposal three copies must be provided and for a final four copies must be provided.
6. These copies must be lodged by the last day of the month or the preceding working day if a holiday falls on the last day of the month.
7. The committee will be set and a schedule arranged in the following month allowing the committee 3-4 weeks to thoroughly read the dissertation 2-3 times as necessary.
8. Some committee members travel for the university and the external CHE Examiner has many other duties, so setting a defense schedule is often not a straight forward matter.
9. Your financial status with Assumption University must be in credit i.e. all fees have been paid before any reading by the committee or scheduling for a defense begins.
10. Candidates who submit their proposal or Final defense document late will be scheduled for defense a month later provided all other details have been completed satisfactorily.

The Ph.D. Dissertation is a most serious piece of academic work, requiring time and great care in the reading and may require follow up with the candidate and supervisor by committee members. So an express service is thus out of the question.

Asst. Prof. Dr. Adarsh Batra

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