

Stefania Cerutti  
Elisa Piva *Editors*

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# GLOBAL ISSUES IN LEADERSHIP AND MANAGEMENT

Book of Abstracts of the  
GLOBAL MANAGEMENT PERSPECTIVES  
2<sup>ND</sup> International Annual Conference 2016  
in Malta  
October 19-22, 2016

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# GLOBAL ISSUES IN LEADERSHIP AND MANAGEMENT

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**PART I**

**Challenges and Issues for making Tourism more Sustainable**

## **Factors that impact on the uptake of HIV and AIDS workplace programmes in South Africa: potential impediments toward managing sustainability in tourism**

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**Background:** At the end of Apartheid in 1994, the South African government undertook to make tourism one of the country's leading employment and foreign income generators (Tassiopoulos, 2011). In 2015 tourism directly contributed (ZAR118,6bn) 3% of national GDP and employed 703 000 people. Tourism is however generally associated with fun and pleasure; with easier access to sex, drugs and alcohol – all elements that could lead to increased sexual risk behaviours. In a high HIV-prevalence country like South Africa, this poses specific risk for HIV-transmission to staff and tourists. However, the tourism sector can be a driver of HIV awareness and prevention as well as be a source of stigma reduction given the extent of tourism networks. The response to HIV and AIDS through the tourism industry should however take into account the different needs of its stakeholders to assess their different HIV vulnerabilities and their roles in response to the epidemic (ILO, 2012).

**Problem statement:** International, regional and national tourism associations have begun to recognize the challenges posed by HIV and AIDS to the sustainability of tourism and the hospitality industry. A number of international labour standards set by the International Labour Organisation (ILO) provide a framework for action to address HIV and other health and discrimination issues in the workplace. Due to the large numbers of tourism employees, a good practice by the South African tourism industry can make a major contribution to mitigating the regional and national HIV and AIDS epidemic by setting up a HIV and AIDS workplace programme (WPP) for their employees. However, the non-uptake of such WPPs in the tourism industry is a major hurdle to overcome.

**Aim:** The aim of this paper is to explore what tourism workplace factors impede the implementation of HIV and AIDS WPPs in tourism business in South Africa and the potential impediments posed towards managing sustainability in tourism.

**Methodology:** This was a multi-method evaluation and descriptive research study that included a situational analysis, surveys and in-depth interviews (IDIs). The surveys (quantitative component) formed the primary focus of the research which was to investigate what works within the context of the workplace settings. Results from the quantitative survey are reported in this paper.

**Results:** The findings of the study show that the most prominent obstacles' to overcome in the tourism workplace are that knowledge about HIV and AIDS is a prerequisite for the implementation of a WPP (67%); that government and civil society are benefiting from WPPs and should be implementing such WPPs (61%) (and that appropriate legislation is important for the implementation of a WPP (57%). Furthermore, the availability of capacity and resources at workplaces surveyed is a requirement to manage an HIV and AIDS WPP (55%) and the fact that employees already seek help elsewhere once affected by HIV and AIDS (51%). Workplaces surveyed also indicated that the cost of an HIV and AIDS WPP should be carried by government and civil society (51%) although only 16% agreed that private sector does not have a role to play in financing HIV and AIDS WPPs.

**Conclusion:** The findings of the study point to tourism workplace management practices in South Africa that when addressed, could lead to recommendations to strengthen implementation of WPPs and provide a basis for policy development. The study also makes a valuable contribution to the body of knowledge concerning the impact of HIV and AIDS on the sustainability of the tourism industry in the country due to nature of the tourism industry as possible driver of HIV and AIDS.

**Keywords:** Sustainability, HR, tourism workplace, HIV and AIDS workplace programmes, South Africa

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WTTC (World Travel and Tourism Council). 2016. *Travel and tourism: economic impact 2016, South Africa*. London, UK: WTTC.

## Assessment Of WPP For Hiv/Aids Tourism Industry Sector In Namibia

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The tourism industry employment projections in Namibia expected to rise to 53,000 jobs (6.7% of total employment) in 2024 (World Travel and Tourism Council, 2015). If workplace policies and programmes (WPP's) are not in place, it is envisaged that the infection rate could grow. Therefore, the aim of the paper, to investigate, in terms of the ILO Code of Practice on HIV/AIDS and the world of work (2001), ILO HIV and AIDS Recommendation, 2010 (No. 200) and ILO HIV and AIDS: Guide for the tourism sector (2012) "what works" in the Namibian and South African tourism industry workplace in terms of HIV and AIDS, and to find out which 'conducive environmental' factors (if any) contributed to the good outcomes (International Labour Organisation, 2012). The **significance** of the proposed research will supplement the limited research on HIV and AIDS in the tourism industry, in particular, in Namibia. This study part of joint research for Namibia and South Africa, thus it will contribute to the policy dialogue with regards to work-place polices in both countries.

In terms of the **methodological framework**: (i) the first stage was defining target population; (ii) defining target population, (iii) clustering producers, (iv) application of selection criterion, and (v) application of eligibility criteria. In terms of tool applications in this study where four different types; that includes (i) TOOL 1: IDI INTERNAL (WPP with evidence), (ii) TOOL 2: FGD (WPP with evidence), (iii) TOOL 3: IDI EXTERNAL (Key Informant) and (iv) TOOL 4: QUANTITATIVE (some degree of activities, but no evidence).

The study was conducted in the capital city Windhoek and Swakopmund (tourist hub between the desert and coastal line).

The preliminary result shows that out of the 76 sample in Swakopmund shows that there is no WPP at all, but very few HIV/AIDS activities which are not documented. Apart from this reason for none-uptake, companies admitted that the implementation strategies of the WPPs had been inactive for long periods of time and that many HIV and AIDS activities are centred on World Aids Day. This was attributed to budgetary constraint and most of perceived it is the responsibility of government. It therefore still does not feature in a business's strategic planning, nor is appropriately mainstreamed into company operations. This preliminary study shows that implementing effective HIV and AIDS policy and it is a need for adequate health care management in the tourism industry activities, the study suggest that it is very important to integrating WPPs within the context of corporate social responsibility (CSR).

**Keywords:** policy, CSR WPP, HIV/AIDS and Namibia

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World Travel and Tourism Council. 2015. *Travel and Tourism Economic Impact 2015, Namibia*. London: WTTC

## Community-based tourism under tribal authorities in South Africa: Issues and challenges

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A successful implementation of the main objectives of community-based tourism development at the local level requires an inclusive approach and developmental governance which depends on effective cooperation between tribal (traditional) authorities and the local government (Ivanovic, 2014). The 'areas' under scrutiny of this study are situated in the poorest South African provinces where the worst absolute levels of poverty are recorded with 20.2% of the population living in extreme poverty (below food poverty line), and a further 45.5% in moderate poverty (sacrificing food for non-food items). Interestingly, these areas coincide with the boundaries of the ten respective Homelands or Bantustans set up by the apartheid regime which were historically under the administrative rule of tribal authorities (Mnguni, 2014; Rogerson, 2014). This fact leads to a peculiar question which this research study will attempt to answer: What are the main issues and challenges in implementing the objectives of community-based tourism development in areas under the tribal chieftaincy? The study will also examine the key facets of the power struggle between the main stakeholders, namely the community and the local authority who do not have a say in any public (or private) matters in the area including tourism development, and the tribal authorities who exert an absolute power over their subjects (community) and over the area under their rule (local authority) but who are interestedly on the government pay role as the government employees. The community-based issues of cooperation, distribution of benefits, employment and community empowerment are the main focus of this study. Methodologically this is a qualitative study based on primary data collection by means of purposive sampling method consisting of 40 in-depth interviews. The study is currently carried out in 5 royal villages in South Africa, including village in Qunu, Eastern Cape, reigned by the former president Nelson Mandela's royal family. The results of the content analysis from selected villages will be compared with the results of a study conducted in the Kingdom of the Rain Queen in Limpopo, in 2014.

**Keywords:** Community-based tourism, tribal authority, royal villages, local government, South Africa.

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**PART II**

**Challenges and Issues for Cultural and Heritage Tourism**

## **Religious Heritages as Tools for Sustainable Economic Development: the case of Ireland's Ecclesiastical settlement Glendalough**

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Accelerating the shift towards a more sustainable sector are the priorities for the tourism industry (UNWTO, 2015). Therefore, it is against this background, that the United Nations (UN) general assembly has approved the adoption of 2017 as the international year of sustainable tourism for development, with the unique opportunity to advance the contribution of the tourism sector to the three pillars of sustainability-economic, social and environmental, while raising awareness of the true dimensions of the sector which is often undervalued says UN Secretary general Taleb Rifai at a UN Conference on sustainable development that took place in Madrid Spain on the 7<sup>th</sup> of December, 2015 (UNWTO, 2015), in which the religious tourism sector is no exception. Thus, the importance of sustainable economic development of tourism cannot be over emphasized given ongoing debate with regards to the adverse effect / impact of tourism on host communities. This contrasts the notion of sustainable tourism development that advocates economic, social and environmental development measures, that takes into account the broader interest of a diversity of stakeholders to include, the local communities, governmental organisations, visitors, the tourism industry, as well as the local people.

Nonetheless, within the religious and pilgrimage tourism scholarship, the role tourism to religious heritages might play in the sustainable economic development (SED) of regions have been acknowledged by religious tourism scholars, and other stake holders (Rizzello & Trono, 2013; Cardenas 2012, Pistocchi & Zabbini, 2009 & Friel 2008). Likewise, in the Bethlehem declaration on religious tourism as a means of fostering socio-economic development of host communities, it was acknowledged that religious tourism can make an important contribution to the socio-economic development and empowerment of local communities (UNWTO, 2014). Yet, very little substantial documentary evidence to this claim exists on a global scale and in the island of Ireland in particular, where till date there is no scholarly investigation into the role religious heritages play in the sustainable development of the regions in which they are located, and in this case, for which they serve as the main source of tourism to the region. as However, as religious and pilgrimage tourism scholars Raj & Griffin (2015, p.1) posit, 'there are pragmatic issues with religious tourism and secular visiting of sacred sites generating social and economic development opportunities. Such observations therefore warrant empirical analysis, that either acknowledges or refutes such observation.

Therefore, in response to this issue within the Irish context, a mixed methodological and case study approach to enquiry, that investigates site management, residents and business owner's perspective/perception on the role the monastic site plays in the (SED) of both the Glendalough and Laragh regions was employed. To include; (extensive desk research

(government reports and policy documents, tourism development plans, interviews, and survey questions. Findings provided evidence of the significant role the Glendalough Monastic site has played in the economic development of both regions, through government policies and strategies, that are keen to improve the environmental and socio-economic welfare of the local communities. The findings have significant implications for policy decision-makers and local communities, where there is the need to promote the socio-economic and environmental wealth of the areas in which these ecclesiastical resources are located and to the Irish economy in particular.

**Keywords:** economic development, Irish religious sites, Glendalough & Laragh, sustainability

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<http://middle-east.unwto.org/event/bethlehem-declaration>

### **NB:**

**This abstract is based on a peer-reviewed paper that was submitted to ‘the 2<sup>nd</sup> International Heritage, Tourism and Hospitality Conference that took place on the 25-27<sup>th</sup> of November, 2015 in Amsterdam, Netherlands.**

**Although the full paper was peer-reviewed and accepted, however, due to circumstances beyond my control, I could attend the conference, and as such the paper was never presented, neither did it feature in any conference proceedings. However, significant changes have been made to both the original abstract and the full paper respectively.**

**For more details about the conference see link below.**

<https://heritagetourismhospitality.org/21-hthic2015/conference2015/141-hthic2015>

## **Consumption of ZamZam Water as a Natural health medicine for visitors attending pilgrimage in Makkah**

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The ZamZam is the name of the well in city of Makkah that provides water to visitors who are attending pilgrimage. Over the last 4500 years billions of people have drunk water from the well of ZamZam. During the annual Hajj festival pilgrims drink and wash themselves with the ZamZam. The Quraan has stated in verse 21:30 'and we have made of water everything living, will they not then believe'. It is because of its religious character that Zamzam has a unique identification: the most sacred and miraculous water well in the history of Islam if not the entire world. It is believed that this water has healing properties and it is drunk by Muslims across the world. ZamZam water is linked to the most important personalities in Islamic history: the Prophets Ibrahim and Ismail (peace be upon them) and Muhammad (peace and blessings be upon him and his family), as well as Ismail's mother Hajira (may Allah be pleased with her). According to Islamic belief, ZamZam water was discovered by Prophet Ismail (peace be upon him) and his mother Hajira (may Allah be pleased with her). The well is located approximately 20 meters east of the Kaaba and ZamZam well is 35 meters deep. The hajj pilgrim when starting in Makkah and Madinah drinks the water of ZamZam and on their return takes water for their families and friends. The water of ZamZam has been medically and chemically proven to contain elements that are beneficial for the stomach, liver, intestines and kidneys. Emoto (2005) states that 'The quality/purity of ZamZam water will not be found anywhere else in the water on this earth'. This paper will begin with the Islamic approach to life following the example of Prophet Muhammad (PBUH) and then investigate the scientific facts of ZamZam water and benefits of drinking water by pilgrims visiting Makkah. Finally, the paper will discuss the unique features and welfares linked to ZamZam water, as has been mentioned in the Islamic tradition.

**Keywords:**religious tourists, pilgrims, Zamzam, Hajj, Umrah, Prophet

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### **PART III**

## **Creativity for Businesses in a Global Economy**

## **Influencing factors for successful management of standardised marketing mix**

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**Purpose** – To evaluate the behavioural interdependencies occurring between marketing mix policies. The paper seeks to assess the different interdependent relationships occurring between marketing mix policies and to identify a centric profile for influencing interdependencies in terms of marketing standardisation decision-making.

**Design/methodology/approach** – A qualitative approach with 26 semi-structured in-depth interviews was employed. The interviewees work as marketers for German SMEs of the B2B area.

**Findings** – These indicate that the interviewed marketers manage behavioural interdependencies synergically and, at the same time, in a supporting manner; certain relationships which occur are standardised harmonically according to the B2B market and competitive conditions. It is evidenced that the “cooperative decision-making” is a crucial way for SMEs to manage their standardised marketing mix successfully and that the level of marketing mix standardisation is affected by specific factors such as interdependency characteristics, product effectiveness and behaviour.

**Practical implications** – This study is important for SMEs operating in the B2B industry, facing challenges in organising behavioural interdependencies between mix policies synergically and harmonically. For the successful management of behavioural interdependencies it is crucial to get an understanding of the different behavioural interdependencies. For SMEs attempting to identify a centric profile for influencing interdependencies an understanding of how to analyse relational interdependencies thoroughly is important, as it will enable SMEs to manage them successfully.

**Originality/value** – The paper contributes to knowledge with respect to the different types of interdependencies to be managed and their integration within a standardised marketing mix from a B2B market perspective by investigating the strategic approach chosen for the establishment of marketing mix decisions. In evaluating the concept of centricity, the integration of interdependencies within a marketing mix is conceptually much more soundly grounded than some previous studies.

**Keywords** – Marketing mix, standardisation, interdependencies, SME, B2B

**Paper type** – Research paper

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## **Evaluation of Customers Patronage/Loyalty and Satisfaction**

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Patronage or loyalty is indexed by the continuous show of preference of a customer to an organization or a particular brand. Patronage, therefore, is indexed when a consumer of a particular good or service will always choose that particular brand in preference to the other brands, or if it is a firm like a bank, the customer prefers to do business with that particular bank in preference to other banks in the market place. Abratt, (1999) lists price as one of the factors that influence customer choice and loyalty to banks. Other factors listed in his study are the range and quality of services rendered by the bank. Dick and Basu (1994) define loyalty as the consumer's commitment to a firm, brand (goods and services). Loyalty can be classified into four broad groups widely known in the literature as the four C's of customer's loyalty (Dick and Basu, 1994; Rowley, 2005).

The paper will investigate and empirically determine if Price is major factor in corporate customers' loyalty in the Nigerian banking market. The literature review will be carried out to look at the strategies of pricing to be adopted depending on the structure of the market, whether oligopoly, monopoly or competitive market structure. In other cases pricing is discussed along with other variables in the marketing mix, again depending on the market structure, or the industry type, whether service or goods industry.

Furthermore, to empirically determine which of the sectors are most sensitive to the price as a factor of loyalty. The paper will further determine the role of price in customers' satisfaction in the sectors of the economy, which will be considered for the study. Though the research is an exploratory, it is still very important to consider some empirical work in the various areas that will have direct impact on the current study and these areas are as follows; Pricing and banking products, customers' patronage (loyalty or winning and retention of customers) and service quality, customers' satisfaction among others.

**Keywords:** Evaluation, Price, Customers, Loyalty, Satisfaction, Patronage

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## **Qualitative findings on marketing mix practices from SMEs of laboratory equipment manufacturers**

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**Purpose** – The aim of this paper is to discover the extent to which the marketing mix practices of SMEs take into consideration stakeholders' preferences for the development and improvement of their instruments for the diagnostic industry. The thorough planning of marketing mix according to customers' preferences are crucial for the ongoing development of high quality equipment in SMEs.

**Design/methodology/approach** – This research is exploratory in nature and based on 18 semi-structured in depth interviews with key managers of SMEs producing instruments for diagnostic industry.

**Findings** – The results revealed that not all of the SMEs have a marketing department and some receive consultations from consultants. Furthermore, many SMEs producing instruments for diagnostic industry do not use specific marketing mix planning or strategic tools, and roundabout 20% of their directors do not actively identify customers' preferences or measure stakeholders' segments. Companies pursuing the diagnosis, prevention, monitoring, treatment or alleviation of diseases and injuries are the most frequent customers. Finally, the interviewees defined high quality instruments and stakeholders' satisfaction to be of high level in those SMEs conducting customer research and planning their marketing mix practices accordingly.

**Research limitations/implications** – This study is a limited exploratory study restricted to one countries. Suggestions for future studies are presented, particularly for the generalisation of the findings.

**Practical implementation** – In today's business environment the application of a robust and corporate marketing mix plan is required at SMEs producing laboratory equipment and therefore, marketing mix practices have to be explored as possible causes of the inadequate advancement of satisfaction of stakeholders' preferences of the laboratory equipment suppliers for the diagnostic industry.

**Originality/value** – This paper provides empirical findings from laboratory equipment manufacturers in Germany, where studies are limited. Furthermore, it creates the need for future research to be carried out in this particular area and in areas with similar stakeholders' characteristics in the life-science-sector.

**Keywords** – Marketing mix practices, laboratory equipment manufacturer, Germany, stakeholders' preferences, marketing

**Paper type** - Research paper

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**PART IV**

**Destination Management and Cultural Impact**

***Regional Destination and Brand Identity: the Case of Piedmont Region, Italy.***

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Although over the last few years great attention has been paid to the concepts of place branding and destination branding, this research area still presents several gaps that need to be addressed. While many aspects related to destination image and the demand-side perspective have been extensively analysed, little empirical work has been undertaken on the supply-side perspective. Furthermore, many studies on place branding are focused on countries and cities, whereas cases at the regional and sub-regional level are very limited or related to already well-known brands. Thus, the purpose of this paper is twofold. The first aim is to contribute to filling the existing gap investigating the stakeholder's perception from the supply-side perspective. The second is to enrich the discipline with empirical knowledge at a regional level. This paper analyses the destination brand identity of Piedmont Region, Italy and how it is currently perceived among its main tourism institutional stakeholders. In-depth interviews will be used as qualitative methodology to collect useful data to interpret and better understand the multifaceted phenomenon under investigation. The research results show how the process of developing a brand identity in Piedmont is influenced by three main issues: fragmentation, cooperation and coordination.

**Keywords:** regional branding, brand identity, destination branding, place branding

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## **Proposal of a model to manage culture and tourism in the European capitals of culture**

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Sustainable Tourism is one of the priorities that emerges most clearly from the new European Parliament and Council Decision of 16th April 2014. According to this Decision, an action of the European Union related to the European Capital of Culture (ECOCs) for the period 2020-2033, and it derogates the Decision n.1622 of 2006.

This paper aims to define a model which intends to achieve sustainable tourism development in the ECOCs, starting from the integration between tourism and culture. This objective is in line with the OCDE (2009) according which the integration between tourism and culture is the way to convert destinations in venues where it is posible to live, invest, work and travel, or in other words, it is the way to achieve the sustainable development of destinations as well as communities.

Starting from the literature review on integration, especially on the theories arisen to solve concrete problems of society (Bammer, 2005), and its application to tourism as a new vision to overcome the fragmentation that distinguish tourism (D. Pearce, 2012), some dimensions of integration of sustainability (Dovers, 1997) have been detected. Those dimensions of integration have been adapted to the relation between tourism and culture in the process of development of ECOCs.

The main result of this study is the proposal of a model, named Do-Di, which has been created starting from the dimension of integration applied to some domains identified through the case study of Valletta, as the ECOC 2018, which are also common to other ECOCs. The model Do-Di, represented by a matrix, is composed of 111 indicators which have been classified under 24 groups, identified by a series of letters from A to X. The results have been analysed taking account of each domain and dimension, and its evaluation has been carried out by comparing the results with those obtained through the interviews to experts involved in other ECOCs. As the final result of this comparison, some levels of integration have emerged. These levels will help to evaluate the relation between tourism and culture in the process of development of Valletta 2018. The conclusions have shown that although there are domains where the dimensions of integration have been satisfied, there are others where this relation should improve.

**Keywords:** ECOCs, model, sustainability, dimensions, integration

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**In 21st century is it essential for an event graduates/ professionals to have a good understanding of cultural and religious differences?**

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Around 300,000 graduates get employment annually; however, variables of graduates attaining employment include subject choice, ethnic background, socio-cultural background and their age (Purcell et al., 1999; Trought, 2012). Over the past decade, event management careers have become much vaster, from being primarily hospitality and tourism roles where many event managers began careers in hotels, to much more diverse event management roles, and therefore, event education became available at universities and institutions (Robinson et al., 2007; McCabe, 2001; Getz, 2002; CVCP, 1998). The graduate market has significantly increased in competition (Trought 2012), as a result of which graduates need to arm themselves with more than just a degree but real world experience as well (Wang & Tsai 2014). Events experience is also a large driver for employers to select the perfect candidate. Students struggle to 'bridge the gap' between academic learning and the reality of the working environment post-graduation (Littleford & Halstead 2004). Factors that contribute towards employability include knowledge, commitment and especially skills which are developed through 'real life' commitment and experiences (Rook, 2013; Barron and Whitford 2004; Trought, 2012; Corfield, 2010). Events are not just bound to the UK and like any industry and with globalisation at play, more businesses are establishing international links whether that be through collaborations or outsourcing particular components of a project. This paper will discuss the imperative understanding of cultural and religious awareness. In addition, will argue the significant of employability of an individual as well give them the edge over others entering this sector. The paper will also evaluate how essential for graduates to be aware of these differences so that they can appreciate and work effectively with their counterparts from any part of the world.

**Keywords:** Managing Culture, Event Professionals, Graduates, Employability, Cultural & Religious Awareness

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