Master of Science
International Hospitality Management

Programme Guide
Updated February 2021

Member of

SWISS EDUCATION GROUP

Welcome

Dear Student,

A very warm welcome to you on behalf of the MSc teaching team. In choosing the service industry you are choosing one of the most interesting and fastest growing sectors, which offers a fascinating choice of careers and opportunities worldwide.

The MSc programme comprises students of different ages, backgrounds and experiences, and the teaching team welcomes this diversity and the unique flavor it brings to the programme. In partnership with you, we aim to offer a high-quality educational experience together with the skills required to meet the needs of a dynamic industry.

The information contained in this booklet is intended to aid your understanding of the context in which your programme operates. Please note that although the information is accurate at the time of printing, the team, with student input, is constantly reviewing the content and administration of the course and this may lead to changes in some of the material presented. Procedural and operational information is also included, and the handbook should be retained for reference throughout your time at SHMS IHTTI.

Andrea Leuenberger
Program Manager

Contents

1. Who's who on your programme?

Your Programme Manager - Mr. Andrea Leuenberger

Module Leaders

In most instances, your first point of contact should be your Module Leader who is responsible for ensuring the quality and development of the module. Thus, if you have a problem with the module, or wish to discuss elements such as teaching and assessment, you should initially speak with the Module Leader:

Evidence Based Learning	Ms. Lindsey Thomas
Sustainable Value Creation	Mr. Roel Brinkman
Content & Social Media Strategies	Mrs. Laureline Wilain
Managing Risk & Uncertainty	Mr. Mikhail Romanenko
Strategic Revenue Management	Mrs. Vanessa Mendes
Innovative Concept Creation	Mr. Erich Steinbock
Developing Business Leadership Skills	Mr. Erich Steinbock
Project Management	Mr. Gilles Charlet
Strategic Experience Design & Ops Mgmt.	Mr. Mark Urech
Strategic Direction	Mr. Patrick Taffin

Every member of the Master Teaching Team has a responsibility for maintaining and improving the quality of the programme. However, Ms. Andrea Leuenberger (aleuenberger@shms.com) has a particular responsibility in terms of obtaining student feedback, which will be organised through the completion of module evaluation questionnaires and regular Programme Committee meetings with the Master course representatives. Having obtained your views, the team will evaluate the results and discuss ways of capitalising on strengths and remedying problems.

General queries relating to timetabling of assessments, module codes, submission issues, etc. should be dealt with by the academic office. Any queries you may have regarding teaching and assessment of modules should ideally be addressed by the person responsible for delivering the teaching on that module.

The main form of communication used to inform you of general issues such as room changes, timetable changes etc. is the SHMS-IHTTI e-mail system. Make sure you check this on a daily basis.

The staff are always happy to talk to students individually; however it is recommended to make an appointment through email in advance.

In other cases, the leadership team is available to you who is there to give you confidential help and advice on a range of issues, both academic and personal. Please contact your Programme Manager for an appointment in these cases.

2. Communication and Attendance

Communication

Effective communication systems are a vital component of your programme from both the staff and student perspective. The following information is therefore intended to summarise the systems that operate within SHMS.

Your Programme Manager is always your first point of contact for advice on personal and individual academic matters. Please make an appointment with your Programme Manager via email. If the Programme Manager is not available you could contact the Executive Academic Assistant.

General queries relating to timetabling of assessments, module codes, submission issues, etc. should be dealt with by the academic office. Any queries you may have regarding teaching and assessment of modules should ideally be addressed by the person responsible for delivering the teaching on that module.

The main form of communication used to inform you of general issues such as room changes, timetable changes etc. is the SHMS e-mail system. Make sure you check this on a daily basis.

Members of staff are always happy to talk to students individually; however, it is recommended to make an appointment through email in advance.

Attendance

The Student Charter operated by the University of Derby governs the BA regulations on attendance

(See your 3R's Handbook, available online via www.derby.ac.uk/cfq/quality-enhancement/academic-regulations-3rs).

You are expected to attend all timetabled classes, engage in the learning process, submit your work on time, and notify your tutors if you are experiencing difficulties.

In the event of prolonged sickness or absence, contact your Programme Manager immediately. If you are absent due to illness for a number of days you will be asked to produce a medical certificate from a doctor.

This is particularly important if you are concerned about missing a deadline for assignment work. If you find yourself in this situation you must see the Programme Manager to obtain an Exceptional Extenuating Circumstances Form (EEC) and discuss your situation. Failure to do this may result in your work receiving a fail grade.

In order to pass your MScIHM your attendance must be good. A warning system and policy of de-registration will be applied as follows:

- If you miss 2 sessions in one module, you will receive a first warning. This will inform that you have missed 2 sessions of classes in a specific module and will be kept on file by the Academic Office.

- If you miss 3 sessions in one module, you will receive a Final Warning Letter. This will inform that you have missed 3 sessions of classes in a specific module, and you will be asked to counter sign the letter.

- If you miss a total of 4 session of the same module, you will be deregistered from the module due to non-engagement. As a consequence of de-registration, you will have to retake the module in full. You will be invited for a formal meeting with the Programme Leadership to discuss your intentions for continuation of study.

Should a student arrive for class without being properly prepared, the lecturer may decide to mark that student absent and/or ask the student to leave the class. Preparation for class includes, but is not limited to, homework, pre-reading, cloud activity, research, or any other instruction previously given by the lecturer. Proper grooming is also required.

3. Master Programme

Programme Aim

This Master of Science in International Hospitality Management programme aims to:

- Provide an intensive, balanced academic and practitioner-relevant programme of study for entry level and career development in the field of international hotel management.
- Develop Masters' level skills in hospitality related business sciences and techniques in identification, problem solving and developing strategic and operational plans for management of international hospitality related organisations.
- Provide the international dimension to the study of business and operational strategy in the hospitality industry.
- Focus on the changing consumer in relation to strategic business models, concepts of customer satisfaction and consequent product development.

The MAIHBM seeks to fulfil these aims by providing an intellectual, challenging, postgraduate learning opportunity that enables students to progress in their chosen career and to enhance their opportunities for advancement in the wide range of international industry organisations. Please refer to the MScIHM programme specs for more information.

Programme Philosophy

The programme detailed in this document is guided by the University's PG regulatory framework. The modules in all of the programme are validated as Level 7, Masters level credits. The PG regulatory framework definitive document describes Level 7 as: "at master's level the student is expected to critically evaluate subject related problems with confidence

and demonstrate a deep knowledge and understanding of the subject gained through independent modes of learning. The student should be able to identify the issues to address and demonstrate an inclination towards research."

Programme Structure

The following table provides you with a brief overview of the modules for the programme, the codes and credits awarded for those modules and the assessment strategy.

Module	Credit	Code	Dates
Evidence-Based Learning	10	7HO750	Week 02-08 / Week 12-17
Content & Social Media Strategies	10	7HO706	Week 01-07
Sustainable Value Creation	10	7HO753	Week 01-07
Managing Risk and Uncertainty	20	7HO764	Week 02-08
Strategic Revenue Management	10	7HO711	Week 01-07 / Week 08
Innovative Concept Creation	10	7HO751	Week 09 - 10
Developing Business Leadership Skills	10	7HO701	Week 10 - 11
Academic Skills	0	7HO512	Week 08
Strategic Direction	20	7HO708	Week 12 - 17
Project Management	10	7HO707	Week 12 - 17
Strategic Experience Design & Operations Management	10	7HO763	Week 12 - 17
Independent Scholarship or Integrated Business Project	60	7HO704 7HO703	Proposal Week 15 / Final work January 7th 2022

Awards

Full completion of the programme will result in the acquisition of credit values and levels, which makes students eligible for one of the following:

The University of Derby, **Master of Science in International Hospitality Management**

Each stage is made up of modules or independent study to the value of 60 credits. The PG Certificate and PG Diploma stages are separate awards in their own right. Each taught module is worth 20 or 10 credits as indicated. The Applied Management Business Project

module at MA stage is worth 60 credits. All modules on your programme are core, mandatory modules.

PG Cert	Any Module combination (excluding IS/IBP) leading to 60 credits	60 Credit
PG Dip	Successfully completing all modules (excluding IS/IBP)	120 Credit
MSc IHM	Successfully completing all modules including IS/IBP	180 Credit

A note on the Independent Study Module

All students on all our programmes are required to complete a major piece of independent study (IS), either in form of a classic dissertation or in form of an integrated business project. The IS module comprises 60 credits (one third) of your degree. The IS module is based upon a research project or integrated business project, which you devise together with an appointed supervisor. The IS module allows you to work in depth on a single project under the supervision of an experienced tutor. A tutor will be allocated to you between week 6 and 8 of your programme.

The IS module is supported through the "Evidence Based Learning" module that is delivered on the programme. This module will help you in terms of project formulation, deciding a research strategy and with defining your chosen methodological standpoint.

We encourage you to start thinking early about your project for the Independent Study and to have defined your topic/case by the beginning of week 6.

4. Learning and Assessment

The premise underlying the programme is that the hospitality industries need people who not only understand business disciplines but also have the skills to use this knowledge effectively. Employers want people who already have these skills and many recruit people with a Master for this reason.

Teaching and Learning Methods

A variety of teaching and learning methods will be used on your programme including lectures, tutorials and guest speakers. You will be expected to be prepared for your tutorials and to develop as an autonomous learner and progressively take responsibility for your own development. You are actively encouraged to work independently whilst studying for your award. The level of independent study expected of you will increase as you progress through

the programme. You will also be expected to work in groups with fellow students. This facilitates the development of your interpersonal skills and stimulates business practice where team working is a key attribute. As a minimum standard, for a 10-credit or 20-credit module it is anticipated that you will undertake 100 or 200 hours of total study time. If you are not reaching such amount you may not be engaging with the module as expected. If you are unsure about conducting research or developing your study skills please raise this with the Programme Leaders or one of the Module Leaders.

Conduct during the Programme

As MSc students you are often seen by those studying on the Bachelor programme as role models in terms of behaviour and attitude. As such MSc students are expected to adhere to grooming standards between the hours of 07h00 and 19h00, unless you are off campus.

You are expected to contribute actively to tutorials and to uphold professional standards of civility and courtesy at all times.

The Postgraduate Grading Scale

The Postgraduate Grading Scale applies to all coursework assessments and examination answers undertaken by students of modules at Level 7. The examiner identifies the grade descriptor, which most closely reflects the quality of the work and awards the numerical report grade.

If the module involves two or more assessments, or if the examination requires students to attempt two or more questions, a mathematical weighting may be applied to each grade to reflect the relative importance of the assessment [or question] before computing the overall grade for the module [or the examination].

Assessment of modules at Level 7

A student who achieves at least the minimum standard of performance in all the assessments contributing to a module at Level 7, and achieves an overall grade of 50% or above, is awarded the credits for the module at Level 7.

Where the overall grade for the module is below 50%, or the minimum standard of performance has not been reached in any one of the assessments contributing to the module, no credits are awarded, and the referral regulations apply.

These regulations apply to all modules at Level 7, including independent studies.

5. Submissions of Assessments

Assessment Regulations for Postgraduate Programmes

The complete Assessment Regulations can be found through the following link.

- http://www.derby.ac.uk/cfq/quality-enhancement/academic-regulations-3rs

Underneath please find the most relevant regulations as a guideline:

Awarding credit for learning achievements

Credits are awarded to students in recognition of their learning achievements. Every module has an approved credit value, which is expressed as a number of credits at a specific level. The credits are awarded when a pass grade in the module is confirmed.

Learning outcomes defined

A learning outcome is a fundamental achievement, which may take the form of the acquisition of knowledge, understanding, an intellectual skill or a practical skill. Learning outcomes are the basis for the learning and assessment strategy in modules.

Learning outcomes in modules

Each module has a formally identified set of learning outcomes. The learning outcomes and the level of the module together define the standard. Credit can be awarded for a module only if at least the minimum standard of performance has been achieved in every learning outcome within the set, and an overall grade for the module is a pass.

Students to demonstrate learning outcomes

Assessments are designed as the means through which students are able to demonstrate achievement of the learning outcomes. The coursework component of a module may comprise several separate assessments, but a formal examination is regarded as a single assessment. Each assessment may carry one or more learning outcomes. The tutor responsible for setting the assessment must inform students as to the assessment criteria, which will be used to assess the quality of the submitted work. These assessment criteria will reflect the designated level of the module.

The assessment of the academic performance

In assessing a student's work, the tutor is required to judge its quality in accordance with the stated criteria. If the quality of the work satisfies the criteria, the tutor awards the appropriate grade from the range of pass grades and the learning outcome[s] attached to the assessment is [are] deemed satisfied. If the quality of the work submitted does not satisfy the criteria, the

appropriate fail grade is given. (In the case of an examination assessment, it is the overall grade, which matters, not the grades given for individual answers or sections).

Anonymous Marking

In general assignments in this program will be marked according to the anonymous marking policy, if applicable. This practice ensures that assessment marking is free from bias and evaluates only on merit. You must submit your work using your student number to identify yourself, not your name. You must not use your name in the text of the work at any point. When you submit your work in Turnitin, or any other submission point on Moodle, you must submit your student number within the assignment document and in the Submission title field. In some rare cases, students may be asked to submit work with their names but will be told if this is the case.

Minimum standard of performance

Since each assessment tests one or more of the learning outcomes, and each outcome is tested only once, at least a minimum standard of performance is required in every assessment. This standard is set at the minimum pass grade of 50%.

Exceptional Extenuating Circumstances Policy (EEC)

Each assignment has to be submitted on time respecting the respective deadline of each course work as determined in the module handbooks of each module.

Work which is submitted after the designated deadline (including any formally approved agreed extension) for a coursework assessment is deemed late. This work will not be marked and NS (Non-Submission) grade will be recorded. There is no chance to resubmit a course work until the University Assessment Board has taken place.

If serious circumstances beyond a student's control affect their ability to complete an assessment they may submit a claim for Exceptional Extenuating Circumstances (EEC). This must be accompanied by evidence and the work done to date, by the original assessment submission deadline. This will be first considered by the Programme Manager until final approval by an EEC panel at the University of Derby.

Where possible the student has to hand in any work (part-completed coursework, notes, evidence of reading, etc.) that has been completed to date. In the event that the claim is unsuccessful, the submitted work will be marked as a completed submission.

If the work is submitted together with an approved Exceptional Extenuating Circumstances Form [EEC] and is received before the extended deadline indicated on the EEC, the work will be marked with no limitation of the grade available.

The policy is built around the following key principles:

- Exceptional Extenuating Circumstances (EECs) are serious unforeseeable events which can be shown to have had a significant impact on students' academic performance, in particular the assessment(s) which a student is undertaking.

- All students are given a fair opportunity to demonstrate their learning achievements through assessment.

- In the event of a significant incident, not of the student's own making, which results in the student not being able to complete an assessment, or the performance of the student is adversely affected, there shall be a process by which the University will be able to give the student an opportunity to complete a new assessment.

- No student should gain an unfair advantage over other students through the exceptional extenuating circumstance process. The grade and outcome should be no more and no less than is merited through the student's performance in normal circumstances.

- As a consequence of this policy, the standards of the University's awards are safeguarded, for the benefit of current and prospective students, employers and public agencies.

-

Claims for exceptional extenuating circumstances will not be approved if they arise from matters which are evidently for them to control:

- A student's failure to organise her/his time appropriately.

- A student's own negligence or carelessness.

- Circumstances for which a student has had ample opportunity to plan.

- Circumstances which a student did not disclose at the appropriate time (unless they were unable to do so due to circumstance e.g. their mental capacity was impaired).

- Any failure of computer related equipment. Applying for an EEC

A student struggling to meet a deadline due to illness or other exceptional circumstances must contact her/his Programme Manager in advance of the deadline of the course work and apply for an EEC. A decision as to whether your claim can be upheld will be made by your Programme Manager, subject to the final approval of the University of Derby.

In some cases, claims may be made after the deadline date, provided there is good reason why it could not be submitted prior to the deadline. All claims must be made to the appropriate Programme Manager with the required evidence, (e.g. medical certificates).

Exceptions to this will only apply where it would have been impossible to hand in any work by the deadline. Examples may include; student in hospital; unable to return to country through flight disruption/disaster; student's mental capacity is impaired.

Return of Students Marked Work

Students should expect that in normal circumstances, lecturers should return marked work within four working weeks after collection. There may, however, be exceptional circumstances when students will not receive their work within this timeframe. There are many reasons, which may be outside the control of individual lecturers as to why this may happen. Please be patient; we are committed to getting marked work back to you at the earliest opportunity.

Recommendations of the Subject Assessment Board

Following consideration of the evidence of student performance in assessment, a Subject Assessment Board may recommend that the student should pass, or be referred, or be deferred or should fail a module. Where it is recommended that a student should pass a module, the Subject Assessment Board should confirm the number of credits and the level of the credits to be awarded in respect of the module.

Exceptionally, following a ruling made by a panel in consideration of a proven academic offence, a student may be required to take a module again.

Failure & Referral

A module is failed if:

(i) The work submitted for an assessment component is not of a high enough standard to warrant an overall mark of at least 50% for the module.

(ii) Work has not been submitted for the module assessments. If a student fails to submit an assignment a mark of NS will be recorded.

(iii) The student has committed academic offences and a penalty of failing the module has been imposed.

Failure and Referral, Entitlement to referral:

Students are normally entitled to one referral opportunity in each of the failed assessment components. The deadline for resubmission of work will be at the next assessment point.

In the case of examinations, the student will be directed to take the assessment at the next available examination period.

The mark awarded for an assessment following referral:

(i) The highest mark that can be awarded for a referred assessment component is 50%. If that mark is achieved, it replaces the original fail mark on the student's marks profile.

(ii) A referral mark of less than 50% will also replace the original mark unless it is lower than the mark obtained at the first attempt.

The student's marks profile will show both the first and second attempt marks.

Retaking Modules

If a student has failed a module (mark below 50%) at the first attempt, including any referral opportunity, there is normally an entitlement to re-enrol for, and retake, the module in full once more. Retaking necessitates attendance and requires completion of all the assessments. Any assessment marks from the previous attempt at the module cannot be carried forward.

If a student fails the module, including the referral opportunity on the second attempt there is no automatic entitlement to a further attempt.

6. Academic Offences

The University has a public duty to ensure that the highest standards are maintained in the conduct of assessments. Thus, the legitimate interests of the students and the University's reputation requires safeguarding. Alleged academic offences which would compromise these standards will be investigated thoroughly. If confirmed, an offence will lead to the imposition of severe consequences, including the possibility of termination of registration and enrolment, i.e. expulsion.

A student may be required to demonstrate ownership of authorship during an investigation into an alleged academic offence. The student may be asked to undertake a viva or other appropriate assessment at any point during the process. This procedure is intended to help students to reach a clear understanding of Academic Regulations and to dissolve any minor misunderstandings before they become serious.

An academic offence could be 'confirmed' where evidence supports misconduct in any of the categories below. Where evidence strongly supports that the offence was committed on the 'balance of probability' (i.e. more likely than not) a student maybe confirmed as having committed an academic offence. The University also reserves the right to review work retrospectively.

Plagiarism

Plagiarism arises when a student is suspected of presenting work undertaken by other people as if it were their own. Copying all or part of another person's work is not permitted. Failure to fully reference all sources could be construed by the marker/tutor as intentional and therefore as plagiarism.

Plagiarism has occurred when the student:

- Does not acknowledge the work of another person or persons, or,
- Has not identified the source or cited quotations in any part of work presented for assessment, or,
- Has copied another student's work with or without their knowledge, or
- Has submitted the same piece of their own work for assessment in two (or more) modules (i.e. self-plagiarism) at any level of study.

If a student's work is found to contain verbatim (or near verbatim) quotation from the work of others without acknowledgement, then plagiarism has been committed. In order to avoid that, all sources should be cited and all quotations from the works of other authors clearly identified as such.

Please do not leave anything to chance. SHMS IHTTI has strict rules regarding plagiarism and has specialised electronic surveillance equipment to determine if the work is plagiarized.

Collusion

Where there is a requirement for the submitted work to be solely that of an individual student, collaboration is not permitted. Students who improperly work together in these circumstances and/or who permit the copying of their work by others are guilty of collusion.

Procurement

If the student has engaged a third party to significantly or partially create a piece of work on their behalf with the intention of submitting this as their own piece of work, then an academic offence has been committed. Third party engagement can take the form of paid or unpaid work.

During the semester, random students will be selected from a module and asked to defend their work to a committee in order to verify originality. Additionally, if there are doubts about the originality of a student's work, students will be asked to defend their work orally before the final grade is awarded. If the student is not able to demonstrate knowledge of their work, it will be considered as an academic offence. This will result in a Z grade being given.

Students are permitted to get their academic work edited by a third party, however the original working document (any notes, the receipt from the editing company and/or any correspondence relating to the involvement of a third party), must be kept on hand until the final grade has been issued following the official publication of grades post Assessment/ Examination Board.

Invention of Data (Fabrication)

Invention of data occurs where a student effectively misrepresents data (through fabrication or falsification) to make it appear that the data has been derived by appropriate measurement in the field, in the laboratory or other setting.

Thus, the reader is deceived with regard to the true information and the researcher may use the invented data to substantiate a favoured hypothesis. This is regarded as deception and is a very serious academic offence

Other forms of misconduct

Any action through which students seek to gain an unfair advantage in assessment constitutes an academic offence. Failure to meet ethical, legal and professional obligations such as breach of confidentiality or abuse of research subjects or materials can be considered as serious offences.

Appeals

Where a student has been found guilty of an academic offence by the Academic Offence Panel, an appeal may be submitted in writing, within 14 days of receiving written notification of the outcome of the meeting.

Grounds for appeal and the processes involved can also be found in 'Section K' of the 3R's online handbook.

7. Programme Quality Monitoring

SHMS and the University of Derby constantly monitor the quality of the programmes, and you as a student have an important role to play in some of the quality assurance procedures, which include the following:

Programme Committee

This committee provides a forum in which staff and students can discuss and recommend on matters related to the overall quality of the learning experience and as such it is a fundamental element of our quality control mechanisms.
The Committee meets once per cohort and is composed of:

- Programme Manager

- Module Leaders
- Student Representatives

Student Representatives

The role of the student representative is an important one and a representative from each subject area will be elected to represent the views of fellow students. This involves actively seeking out the views of fellow students, presenting them to staff and providing feedback to fellow students on the outcome.

The two important feedback mechanisms that we have at SHMS Leysin are the programme committee and student representative meetings. It is advisable that Student representative

meetings take place once a fortnight. The objective of these meetings is to identify possible areas of concern and deal with them as quickly as possible. If any issues do arise as a result of these meeting, then contact the Programme Manager immediately. Programme committee meetings take place twice a term – once at the end of the first nine weeks, and once at the end of the second nine weeks. The objective of this meeting is to identify academic specific issues that can be fed through to the University of Derby programme committees. Obviously, if there is a particularly important matter that needs to be discussed then a meeting can be requested with the Programme Manager at any time.

Student Feedback

We welcome feedback at any stage of the programme and informal feedback can be provided to the Programme Manager as appropriate. Whilst the programme committee provides an excellent forum for discussion of general issues concerning the quality of your experience, from time to time you will be asked to provide more specific feedback, for example through the completion of SHMS Module Evaluations. It is by electing, analysing and acting on student feedback that we constantly endeavour to monitor and improve the quality of our provision and, therefore your experience. Your assistance is greatly valued.

8. General Information

Learning and Resource Centre

The degree programme at SHMS is delivered on an intensive basis and it is important for you to start your studies as soon as possible. The LRC will play a key role in undertaking the level of research we expect from you and it is important to familiarise yourself with the contents of the library as soon as possible. There are however a number of issues which you need to be aware of in order to make the most of your time here:

Student Cards

As University of Derby students you will be issued with a University of Derby Student card with a student number printed on it. If you have the opportunity to go to the UK this card will allow you access to any University Library in that country. This is useful for students undertaking their independent study in more specialised areas.

UDO Accounts

As final year degree students you also have access to the online resources available via the SHMS and University of Derby websites. This involves obtaining a student account at the University of Derby Online (UDO - udo.derby.ac.uk), which you will get a username and password for after the enrolment process upon your arrival.

Once you have an university account you can access a number of electronic resources, including EBSCO and Emerald. Quick Start Guides to accessing these databases can be found in the library. If you are ever unsure about what to do any of the library staff are willing to help.

Appendix I: Module Descriptors

7HO764 Managing Risk and Uncertainty

Managing risk and uncertainty is as a key factor within the strategic management process and an inherent part of all businesses, however within the international hospitality industry this risk is compounded by the uncertain nature of product and consumer. This module studies the risk management process in terms of the identification, evaluation, and prioritization of risks followed by the treatment of these risks in terms of avoidance, reduction, transference, mitigation of the effects or acceptance. The major external and internal risks facing the contemporary hospitality industry are considered with an emphasis on the growing importance of reputation risk.

Uncertainty in estimating risk and decision-making are taken into account and risk culture and the various stages of organizations in the risk management maturity process are considered.

Overall the module aims to analyse the knowledge and processes that can be applied to ensure that Risk management becomes a continuous and developing process, integrated into an organization's strategy.

7HO763 Strategic Experience Design & Operations Management

Strategic Experience Design & Operations Management is an interdisciplinary practice that emphasizes the centrality of users and the user experience into service innovation, taking into account all stakeholders in optimizing the operational structure. Hence a theoretical framework of service operations management, systems analysis and quality management is used to explore a number of contemporary issues in international hospitality operations management.

The today's globally travelled guest who has experienced service in culturally diverse environments is demanding more authentic service experiences that reflect the sense of place. This growing importance of services coupled with the growth of consumer expectations challenges the hospitality industry leaders to know and predict consumer behaviour to then innovatively design or re-design the service experience. An innovative service and experience design strategy can differentiate one service provider from another and provide for competitive advantage. On the same time students should be able to recommend a complete operational strategy for a given business context and how quality is built and measured.

7HO706 Content & Social Media Strategies

Today's biggest trends–social media, the mobile web, real-time constant information–have forced hospitality businesses to rethink the way they perceive and operate their businesses. Consumer influence is growing, as they use the social web to engage in discussions around the products they purchase, and those discussions are happening without the hospitality brands being able to control them.

In this new and ever-changing media environment, Social Media and Content have become a fundamental tool of communication for hospitality organizations, and a must-have skill in the global hospitality industry. This module aims to build knowledge on how to operate Social Media and create Content to gain insights into customers' needs, generate revenue, save costs, energize customers, and create brand communities. Students will critically assess various social media channels and tools for developing professional profiles, creating professional Content, collaborating and engaging with an audience.

7HO750 Evidence Based Learning

This module will provide students with the knowledge, skills and understanding to undertake business research at level 7, it will also provide a foundation in academic research for the Independent Study module. Students are required to develop a critical knowledge of a range of research methodologies, approaches and methods. This will enable students to examine and critique the theoretical and practical processes associated with research design, including a consideration of research ethics, access, sample and limitations. Additionally, students will be introduced to a selection of research methods for data collection, and mechanisms for analysis of such data.

7HO751 Innovative Concept Creation

In an ever-changing business environment, hospitality businesses need to stay relevant by constantly re-inventing and creating new hospitality concepts that match the changing needs of consumers. This module recognizes the importance of this conceptual phase as the starting point of the entire hospitality development process.
Turning hospitality ideas into real success is an exciting challenge that requires a wide array of skills and a vast body of knowledge. It covers the knowledge and the skills that hospitality managers need in order to identify an innovative idea and conceive a design brief for any type of hospitality business, or outlet, from concept to service and product offerings. This module will give students the information to guide them to success in this highly competitive industry.
After simulating, learning, and applying the concept development skills and using peer feedback, the experience will assist students in their immersion into the hospitality industry.

7HO701 Developing Skills for Business Leadership

Can leadership be taught? Can the skills for leadership be learned and developed? Today's global hospitality industry demands leaders who are stronger, more capable, and more effective in the difficult work they do. The global thirst for leadership talent is more compelling than ever, and leaders in international hospitality enterprises find themselves looking for innovative solutions and are more frequently being challenged for the decisions they make and the steps that they take.

The battle for talent is focused on leaders who face complex problems with confidence and know how to lead and operate in high-pressure environments.
This module will attempt to develop personal leadership effectiveness by practicing critical self-awareness, self-reflection, self-management, and time management. The development of skills for business leadership will require the creation of sensitivities to diversity in people and different situations and the ability to continue to learn through reflection on practice and experience.

7HO711 Strategic Revenue Management

Revenue management plays a fundamental role in hotel businesses and is the connecting factor between many departments in the organization. This module will explore how managers can drive company profits by taking a higher-level strategic approach to pricing, reservations, and inventory control. The course will focus on pricing and channel distribution with particular emphasis on the role of strategy in effective revenue management.
Throughout the course advanced tools and techniques in Strategic Revenue Management will be explored to guide strategy setting in pricing, inventory control and demand manipulation to drive profits and advance organizational performance.

7HO707 Project Management

The objective of this module is to engage students in an active learning experience about real-world project management in a simulated environment.

In the international hospitality industry, when developing a new product, implementing a new system, planning an event or seeking a new outcome, we usually cannot rely on the ways we have done things in the past. Increasingly, our fast-evolving industry demands leaders who not only know how to do something but also know how to implement it. Projects carry out the intentions and strategies of organizations. For the hospitality industry, projects include the development, renovation and opening of a new hotel or facility, retooling processes (employee recruitment, training and development, communicating, booking, arrival, departure, service recovery, etc.) or implementing new service experience designs. Within the practice of project management lays a paradox. Despite many theories in this area of

knowledge, examples of project management success remain surprisingly rare. Indeed, projects fail at an alarming rate.

Students are provided with a complete learning experience that encourages them to inhabit the role of a project manager and to test the usefulness of principles gleaned from theoretical models. The ultimate objective is to develop hospitality managers who are able to improve upon the success rate of projects that are critical to organizations.

7HO753 Sustainable Value Creation

This module considers sustainable management systems and reviews various managerial applications in the international hospitality industry. With the notion that corporate sustainable responsibility became mature and considering the fast-moving developments of the concept itself, this module will re-orientate the sustainable issues by focusing on the personal responsibility towards worldwide sustainable challenges.

The concepts of sustainability will be debated and sustainability strategies from a variety of hospitality enterprises will be analysed. The module will re-examine personal environmental values, norms, and behaviours and will explore the benefits to strategic issues facing the global hospitality industry today. The module will explore business ethics, corporate responsibility, sustainable behaviour and corporate governance.

7HO708 Strategic Directions

Creating strategy in today's environment of complexity, ever-changing priorities, and conflicting agendas is a challenging task. Yet when business leaders invest the effort and the time to develop a more thoughtful approach to strategy, they can increase the odds of building a profitable business. But the predictions inherent in effective strategic planning and implementation must be viewed within the context of the challenges faced by an unpredictable, complex and rapidly changing environment. Therefore, understanding how we learn to think strategically is critical for sustaining competitiveness in a world that is becoming ever more unstable.

The module draws upon issues developed in all other modules. The focus of this module is on the learning aspect of strategic thinking–moving beyond strategic planning and implementation models to a more complex notion that includes perpetual change. This module attempts to provide an understanding of how we learn to think strategically in order to help future leaders to plan in a strategic manner.

7HO704 Independent Study (Dissertation)

Independent study forms the entire Master's stage of the programme. The independent study is a major piece of individually researched work. The IS module is worth 60 credits (equivalent to 4 modules). The work allows the student the opportunity to conduct in-depth investigation into an issue or problem derived from their previous modules. The module offers the student an opportunity to enhance knowledge developed during the course on a particular issue, as well as an opportunity to demonstrate cognitive, practical and transferable skills gained. The module derives significantly from the Research Methodologies module.

This module is necessary for the development of research skills that may be applied in an independently researched project. Normally, the Independent Study takes the format of a dissertation (written report or extended essay), although there may be some circumstances in which students may wish to present research work undertaken for Independent Study in different formats. In all cases the format for presentation of research material must be subject to consent and agreement from a recognized supervisor and programme leader. The module allows students to critically analyze a theory or applied issue with rigor and detail related to their particular programme.

7HO703 Independent Study (IBP - Integrated Business Project)

The independent study is a major piece of individual research work worth 60 academic credits. It requires students to identify a problem and/or a business opportunity. It is the opportunity to enhance your knowledge of a particular subject and to demonstrate the cognitive, practical, and transferable skills you have gained.
IS derives significantly from the 'Advanced Methods of Enquiry for Business Studies' module. Its purpose of the module is to enable students to identify, articulate and evidence learning and development in the international hospitality industry workplace. It is about application, assimilation, attitude and providing answers. These practices are central for business leaders and professional specialists in hospitality management. It allows to connect together separate disciplines and to understand how theory and research informs practice in the workplace. The international hospitality industry is increasingly sophisticated demanding higher levels of practical skills in designing research and developing business plans. Increasingly important to the hospitality industry are integrated models that incorporate the need for analysis planning, action and review in response to the potential range of change, adaptations and service developments and enhancements. You are expected to undertake in-depth investigation of an organization. Below are the most common approaches:

- Working full time for the organization that presently employs you or sponsors your studies.
- Having done or going to do an internship for or working pastime for a hospitality organization.

- Being involved with a charity or voluntary organization associated with the international hospitality industry.
- Engaged in a role, which has been approved by SHMS as suitable to conduct the research.

7HO512 Academic Skills Support Level 7 (non-credit)

This module has been designed to develop the academic and research skills required by post graduate studies and as a preparation for the expectations of learning and assessment at level 7. The module will encourage learners to build on existing skills in order to understand and attain the requirements of post graduate level study, learning and thinking. The module will guide students to a critical knowledge of a range of study methods and concepts, research methodologies and critical thinking expectations associated with level 7 study. Students will also be led to understand the conventions of academic writing and style associated with several types of (business) research reports. Finally, learners are expected to examine, and critique theoretical and practical processes associated with (business) research design including a consideration of research ethics, access and limitations.

Appendix II: Timetable for Assignment Submissions

Module Title	Module Code	No of Credits	Assessment CW1 %	CW2 %	Assessment Submissions
Certificate (indicative combination)					
Managing Risk & Uncertainty	**7HO764**	**10**	**30**	**70**	**Week 05** **Week 08**
Project Management	**7HO707**	**10**	**100**		**Week 19**
Content & Social Media Strategies	**7HO706**	**10**	**100**		**Week 07**
Sustainable Value Creation	**7HO753**	**10**	**70**	**30**	**Week 07** **Week 09**
Strategic Revenue Management	**7HO711**	**10**	**50**	**50**	**Week 08** **Week 09**
Diploma (indicative combination)					
Strategic Directions	**7HO708**	**20**	**50**	**50**	**Week 20**
Strategic Experience Design & Operations Management	**7HO763**	**10**	**100**		**Week 17**
Innovative Concept Creation	**7HO751**	**10**	**100**		**Week 10**
Developing Skills for Business Leadership	**7HO701**	**10**	**100**		**Week 11**
Evidence-Based Learning	**7HO750**	**10**	**100**		**Week 18**
Masters					
Independent Study	**7HO703 or 7HO704**	**60**	**100**		Proposal: **Friday Week 15** Final Submission: **7th of January 2022**

Appendix III: Postgraduate Grading Scale

% mark	Mark Descriptors	Class
90-100%	Meets all criteria in 80-89% range below, plus demonstrates exceptional ability and insight, indicating the highest level of technical competence; work is virtually flawless and has potential to influence the forefront of the subject and may be of publishable/exhibitable quality. Relevant generic skills are demonstrated at the highest possible standard. Exceptional achievement distinguishable even amongst the best quality work and deserving of the highest possible marks within the Distinction grade.	Distinction
80-89%	High to very high standard work with most of the following features: authoritative subject knowledge; a high level of critical analysis and evaluation; incisive original thinking; commendable originality; exceptionally well researched, with a very high level of technical competence; high quality presentation; impressive clarity of ideas; excellent coherence and logic. Work is close to the forefront of the subject and may be close to publishable or exhibitable quality. Relevant generic skills are demonstrated at a very high level. Referencing is consistently used, complete and accurate. Only trivial or very minor errors. Very high-quality work worthy of a high Distinction grade mark.	Distinction
70-79%	Authoritative, current subject knowledge; a very good level of critical analysis and evaluation – including dealing with ambiguity in the data; significant originality; well researched with a high level of technical competence – work is accurate and extensively supported by appropriate evidence; a very good standard of presentation; commendable clarity of ideas; thoughtful and effective presentation; very good sense of coherence and logic; relevant generic skills are demonstrated at a high level; referencing is very good – consistently used, complete and accurate; a small number of misunderstandings/minor errors only. High quality work deserving of a Distinction grade.	Distinction
60-69%	Work is well-developed and coherent; demonstrates sound, current subject knowledge; a good level of critical analysis and evaluation; some evidence of original thinking or originality; quite well researched; no significant errors in the application of concepts or appropriate techniques; a good standard of presentation; ideas generally clear and coherent; relevant generic skills are demonstrated at a good level; referencing is good; minor errors and misunderstandings only, possibly with some deficiencies in presentation. Well above pass standard and worthy of a Merit grade.	Merit

50-59%	Has achieved intended learning outcomes as evidenced by the following features. Satisfactory subject knowledge; a fair level of critical analysis and evaluation; the work is generally sound but tends towards the factual or derivative, and there may be minimal evidence of original thinking or originality; adequately researched; a sound standard of presentation; ideas fairly clear and coherent; some errors and misunderstandings, possibly shown by conceptual gaps or limited use of appropriate techniques; relevant generic skills are generally at a satisfactory level; referencing is generally accurate; some weakness in style or presentation. Satisfactory overall –a clear pass	**Pass**
45-49%	Has narrowly failed to achieve intended learning outcomes as evidenced by the following features. Satisfactory subject knowledge to some extent; some sound aspects but some of the following weaknesses are evident: factual errors; conceptual gaps; inadequate critical analysis and evaluation; little evidence of originality; not well researched – limited use of appropriate techniques; presentation does not meet the standard required; ideas unclear and/or incoherent; some significant errors and misunderstandings; relevant generic skills unsatisfactory to some extent; referencing may be inadequate. Marginal fail	**Marginal Fail**
5-44%	Has failed to achieve intended learning outcomes in several critical respects. Will have some or all of the following features to varying extent: inadequate subject knowledge; factual errors; conceptual gaps; minimal/no awareness of relevant issues and theory; limited/no use of appropriate techniques; standard of presentation unacceptable; ideas confused and/or incoherent – work lacks sound development; a poor critical analysis and evaluation; no evidence of originality; inadequately researched; some serious misunderstandings and errors; quality of relevant generic skills does not meet the requirements of the task. A clear fail well short of the pass standard	**Fail**
1-4%	Nothing of value is contained in the submitted work. The work presents information that is irrelevant and unconnected to the task; no evident awareness of appropriate principles, theories, evidence or techniques.	**Fail**
NS	**Non-Submission** No work has been submitted.	
Z	**Academic Offence Notation** Applied to proven instances of academic offence.	