University of Derby

Centre for Contemporary Hospitality and Tourism

School of Hotel Management
IHTTI
Switzerland

CENTRE OF EXCELLENCE
S·H·M·S
Swiss Hotel Management School

Master of Arts
International Hotel Business Management

Programme Guide
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Member of

SWISS EDUCATION GROUP

Welcome

Herewith the Programme Guide for the current semester, a document with relevant information about your academic studies here at SHMS IHTTI.

Studying at SHMS IHTTI means you are 'checking into' the hospitality industry, one of the world's most dynamic industries, which continues to grow year after year, providing a vast array of jobs for suitably qualified professionals. With intensive training and internship experience, graduates of the SHMS IHTTI are perfectly placed for career success and the alumni are a testament to the quality of the programmes.

We are passionate about international hospitality management. Our institute of hospitality is dedicated to teaching the world-famous Swiss traditions to tomorrow's industry leaders. Students follow an exciting curriculum comprising of academic and practical elements, expertise and languages. Each subject provides knowledge and skills critical to students' future career in the hospitality industry.

I look forward to serving as your Academic Director and make this semester a successful one, for all students and staff, here at SHMS IHTTI.

Dominic Szambowski
Academic Director

Contents

1. Who's who on your programme?

Your Programme Manager - Mr. Nektarios Lykopantis

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.

Every member of the Master Teaching Team has a responsibility for maintaining and improving the quality of the programme. However, Mr. Nektarios Lykopantis 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. 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.

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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 MA IHBM 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 Arts in International Hotel Business 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 MAIHBM 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 masters 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.

Master of Arts in International Hotel Business Management	CREDITS	HOURS
7HO506 F&B Management	20	200
7HO510 Wine & Beverage Management	10	100
7HO507 Events & Banqueting Management	20	200
7HO505 Front Office & Rooms Division Operations Management	20	200
7HO508 Marketing Management	10	100
7HO511 Developing Business Leadership Skills	10	100
7HO504 Strategic Revenue and Financial Management	20	200
7HO509 Current Trends in Hospitality	10	100
7HO995 Applied Management Business Project	60	600
7HO512 Academic Skills Support Level 7	Uncredited	

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:

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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
MA IHBM	Successfully completing all modules including AMBP	180 Credit

A note on the ABMP Module

All students in our MA programme are required to complete a major piece of independent study in form of an applied management business project. The AMBP module comprises 60 credits (one third) of your degree and is about discovery and research. The AMBP module

allows you to work in depth on a single project/case focusing on a pre-agreed topic with the host organization, under the supervision of an experienced tutor. The tutor will be allocated to you based on the subject you will choose.

The AMBP module is supported through the advanced methods of enquiry for business research 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 AMBP module and to have defined your topic/case by the beginning of the second nine weeks. It is advisable to begin your environmental research before you leave the school for internship.

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 Master students you are often seen by those studying on the Bachelor programme as role models in terms of behaviour and attitude. As such Master 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 ABMP module during Work Placement.

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).

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 Leader 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 Caux 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

7FB701- F&B Management

Includes: - Applied Service Studies and Practice
               - Culinary Studies and Practice

In an ever-changing business environment, hotels and their food & beverage businesses need to stay relevant by constantly re-inventing and creating new concepts that match the changing needs of consumers. Turning hospitality ideas into real success is an exciting challenge that requires a wide array of skills and a vast body of knowledge.

This module aims to synthesize the key food and beverage management disciplines within one project through the design, implementation and evaluation of a restaurant concept for an F&B outlet at the campus. This project will enable students to analyse and evaluate current food production and service methods and synthesize a new business idea that will meet the needs of various stakeholders. For that reason, they will need to identify and develop effective managerial strategies to justify their decisions and being able to critical evaluate the effectiveness of the project.

This module provides a real-life simulation of what will be expected during employment in the food and beverage industry. Students will be able to master process, supply techniques, quality management, HR management, Market research, F&B costing and the use of new technologies within food & beverage sector. After simulating, learning, and applying the concept development skills and using peer feedback, the experience will assist students in their transition into the hospitality industry.

7FB 710 - Wine & Beverage Management
Beverages in general and still and sparkling wines in particular have a very long history and address various functional and psychological needs and compete through the ability to evoke pleasantness and social recognition as well as playing an important role within the customers culinary experience. Students will explore and experience a variety of beverages, in particular still and sparkling wines and assess them through sensory evaluation. The module will require students to apply their understanding of beverages in a strategic context by matching them to various culinary concepts and the holistic gastronomic customer journey.

The learners will be required to develop a critical knowledge of current theories, models and concepts and critically analyse key drivers of customer perceived value of wine and beverage offerings and the strategic application of designing and building sustainable still and sparkling wine portfolios as well as other beverage offerings in the context of Food & Beverage

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Operations. Furthermore, students will critically examine sourcing and managing beverages and wines, as well as analysing and evaluating the capital risks when building still and sparkling wine stocks.

7EV 701 - Events & Banqueting Management

Managing an event project requires certain core values to be deployed to every element, process, and decision to justify professional approach and achieve effective and efficient results. The world of events needs professionals who have the skills and confidence to identify future opportunities and make events successful.

The objective of this module is to engage students in an active learning experience about real-world project management in a simulated environment. The module aims to develop an understanding and critical awareness of the theory pertaining to Events Management. It requires students to organise and execute a complex event by applying acquired knowledge from the functions of marketing, human resources, financial management, logistics as well as Food & Beverage aspects.

Through applied research, students will critical analyse and evaluate key components of event planning and management as well as reflecting on their own performance and learning. In this module students will demonstrate high level of employability skills, including team working/leadership, decision making, solving problems, creativity and flexibility.

7HO703 - Front Office & Rooms Division Operations Management

As the competitive rivalry within the global hospitality industry increases, there is a heightened focus on the effectiveness, efficiency and quality of hospitality operations. In this module, a theoretical framework of Front Office and Room Division operations management, systems analysis and quality management is used to explore a number of contemporary issues in international hospitality operations management. This includes an appreciation of the development of alternative theoretical perspectives behind management thinking in this field with an emphasis on the 'fit' of operations strategy

The aim is to develop an understanding of a portfolio of techniques for operations and quality management and their selection and use in appropriate situations. Students are required to critical analyze and interrelate Front Office administration, Reservations, Property Management System (Opera), Revenue Management, Customer Service and Housekeeping Management. Specific emphasis is given on designing front office service experience through blueprinting which displays how service will be provided, specifying the physical evidence, staff actions, and support systems / infrastructure needed to deliver the service across all stages of guest experience.

On completing the module students should be able to recommend a complete operational strategy in a front office and rooms division context and how quality is built and measured.

7HO705 - Marketing Management

In any business, marketing strategy is critical in building a brand, alluring new customers and maintaining loyalty. The hospitality industry is no different and its marketers devote significant time and resources to build brand awareness and ensure that customers will use their services repeatedly.

However, this industry has unique challenges that must be overcome. In this competitive digital age, it is crucial to stay ahead of the curve & know the latest hotel marketing strategies to survive in this competitive niche. Hotel business could suffer when failing to adapt to new trends. Whether it concerns a chain of hotels or even a popular boutique hotel- it's important to be aware of current marketing trends and how business can massively benefit from adopting or even creating such trends. Marketing for hotels has become increasingly complex. Now, every hotel manager need not to only service guests, manage rooms, availabilities and pricing, but now are also expected to compete for guests in new channels and digital communities that emerge every day.

This module will explore the phenomenal growth of consumption on a global context. Specific areas of analysis will include both direct and indirect role of marketing management within segmentation of consumer sector, evaluation of effective promotion and strategic marketing process within global competitive business sectors.

This module aims to encourage full comprehension of the planning process that is specifically related to service industry marketing.

Emphasis will be placed on to developing students' market research, analytic and critical thinking skills through the use of 'real world' case studies and guest lectures. The module aims to deliver a balance of service marketing planning theory, practical problem-solving case assignments and current trend in service marketing sector.

7HO711 - Developing Business Leadership Skills

In the global employment market, successful careers are not build on educational qualification alone, but also on the ability to demonstrate leadership qualities. 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. Students seeking to enhance their careers in leadership and management positions within the international hospitality industry, must therefore develop a portfolio of transferable skills at a professional level to work with self-direction and originality through their academic studies and onwards to career development in the international workplace. 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 and self-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.

7HO715 - Strategic Revenue and Financial Management
Revenue management plays a fundamental role in the hotel business and is the connecting factor between many departments within an organization, combining behavioural economics, strategic accounting key performance indicators and informed marketing decisions in order to achieve specific managerial outcomes by selling the right room, at the right time, to the right guest, at the right price and through the right booking channel.

Financial management takes accounting knowledge to a higher critical level, interpreting key financial statements and forecasting methods, using the relationship between different types of costs, the volume of the business and the profit generated to develop managerial decision-making processes and discusses their impact on the breakeven point (cost-volume-profit critical analysis), or on receipts and disbursements (cash flow management).

This integrated module will explore how managers can drive company revenues and/or profits and/or cash flow by taking a high-level critical approach to pricing, reservations, and inventory control with the support of selected accounting key performance indicators at a management level within the Hospitality industry.

7HO722 - Current Trends in Hospitality
The hotel industry and its endless variety of products is complex. Not only is the industry constantly evolving, adapting and changing, but also constantly looking for new ideas and new ways of creating customer experiences. The today's globally travelled guest who has experienced service in culturally diverse environments is demanding more and more authentic service experiences that reflect the sense of place, time and innovation. Needless to say, that the forces driving change, emerging trends and organizational strategies are directly linked. Critical and innovative thinking are key to adjusting organizational strategies and keeping the competitive edge within the volatile industry.
This module is looking at today's and future trends within the hospitality industry and its potential leverage on added value, revenue and maximizing profits. Students critically evaluate a range of contemporary issues, including sustainability, within a global and local context and its challenges and opportunities for the hospitality industry, in order to position the organisation in the market with the best possible effect on profitability and reputation.

7HO799 - ABMP - Capstone Consultancy project during work placement
The independently undertaken 'Applied Business Management Project' is a capstone module forming the entire master's stage of the programme. The overall aim of this 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 identifying issues and providing answers. Throughout the module students will work towards the acquisition of critical business knowledge and transferable skills, which will enable them to provide relevant, recommendations in relation to the key issues faced by organisations within their specific sectors. For this, the student will need to actively engage with an organisation as stipulated above.

This process driven module will enable students to illustrate that they can analyse complex data from a variety of primary and secondary sources to produce recommendations for management of what changes need to be undertaken in order to produce successful and achievable change outcomes.

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.

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Appendix II: Timetable for Assignment Submissions

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.	Distinction

	High quality work deserving of a Distinction grade.	
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	Margin al 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.	