



Centre for Contemporary
Hospitality and Tourism



Bachelor of Arts Honours

International Hospitality Management (H)
International Hospitality and Event Management (HE)
International Hospitality and Design Management (HD)

Programme Guide

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SHMS IHTTI

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Welcome

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

We are passionate about international hospitality, event and design 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.

Studying Bachelor Level at SHMS IHTTI means you are becoming an expert in the hospitality industry and are far advanced in your journey to become a leader dynamic industry. With the bachelor's degree will provide you access to a vast array of careers. The transferable and critical thinking skills you are about to develop will be the basis for your advancement to more senior positions.

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.



Dr. Dominic Szambowski
Dean

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1. Who's who on your programme?

Your Programme Manager **BA Hons (H)** – Mr. Roel Brinkman

Your Programme Manager **BA Hons (HE)** – Mr. Xavier Wilain

Your Programme Manager **BA Hons (HD)** – Ms. Theresa von Wielligh

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 BA Honours Teaching Team has a responsibility for maintaining and improving the quality of the programme. However, the Programme Managers have 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 BA4 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.

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 IHTTI.

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 IHTTI 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 BA Hons degree 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. BA Honours Programme

As the hospitality and events industries draw upon a variety of vocational, analytical, and management skills, it is essential that the subject develops a balance between these various skills. Students will commence by acquiring basic and operational knowledge and skills, throughout the Higher Diploma and then have the opportunity to apply theories into practice as well as further develop in-depth knowledge and understanding in particular areas. Toward the end of the programme students are expected to develop critical analytic skills and formulate strategies utilising available resources. Throughout the programme, to a higher extent as the level advances, you will develop transferable skills through various activities and assessment of modules.

Programme Aim

The programmes aim to produce graduates with:

- Abilities to evaluate and apply vocationally relevant concepts associated with the operational and strategic management of financial, human and physical resources and international management.
- Understandings of and ability to apply concepts associated with the allocation of available resources.
- Vocationally relevant managerial skills and knowledge by exposure to the real world learning environment.
- A range of intellectual, analytical and managerial skills and knowledge appropriate for obtaining positions in the contemporary service sector.
- The transferable skills that will empower them to pursue other career options and to adapt to changing patterns of employment.

Programme Philosophy

The programme detailed in this document is guided by the University’s UG regulatory framework. The modules in all of the programme are validated as Level 6, BA Honours level credits. The UG regulatory framework definitive document describes Level 6 as: “at BA Honours 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.

Bachelor of Arts in International Hospitality Management	CREDITS	HOURS
6HO700 Contemporary Trends	20	200
6HO705 Strategic Management	20	200
6HO703 International Resort & Spa Management	10	100
6HO704 Leadership Across Cultures	10	100
6HO702 Strategic Human Resources Management	10	100
6HO701 Food & Beverage Development	10	100
6EM704 Digital Marketing	10	100
6HO996 Independent Study	30	300
6EM997 Integrated Business Project	30	300

Bachelor of Arts in International Hospitality & Events Management	CREDITS	HOURS
6EM700 Contemporary Trends	20	200
6EM705 Strategic Management	20	200
6EM703 International Resort & Spa Management	10	100
6EM702 Leadership Across Cultures	10	100
6EM706 Sustainable Events Management	10	100
6EM701 Entrepreneurship & Innovation for Events	10	100
6EM704 Digital Marketing	10	100
6EM997 Independent Study	30	300
6EM996 Integrated Business Project	30	300

Bachelor of Arts in International Hospitality & Design Management	CREDITS	HOURS
6HO711 Project Management	20	200
6HO706 Consumer Intelligence Management	20	200
6HO712 Small Business Development & Entrepreneurship	20	200
6HO709 Innovation in Design and Technology	10	100
6HO707 Delivering Added Value	10	100
6HO708 HRM and Business Strategy	10	100
6HO710 Integrated Project	30	300
6HO994 Independent Study	30	300

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, Bachelor of Arts Honours in International Hospitality Management
- The University of Derby, Bachelor of Arts Honours in International Hospitality and Events Management
- The University of Derby, Bachelor of Arts Honours in International Hospitality and Design Management

Each taught module is worth 20 or 10 credits as indicated. The Independent Study, Integrated Project or Integrated Business Project module at BA Honours stage is worth 30 credits. All modules on your programme are core, mandatory modules.

4. Learning and Assessment

The premise underlying the programme is that the hospitality, events or design 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 Bachelor Honours degree 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. For your capstone project worth 30 credits, requires 300 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 Bachelor Honours students you are often seen by those studying on the Swiss Higher Diploma programme as role models in terms of behaviour and attitude. As such Bachelor final year 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 6. 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 6

A student who achieves at least the minimum standard of performance in all the assessments contributing to a module at Level 6, and achieves an overall grade of 40% or above, is awarded the credits for the module at Level 6.

Where the overall grade for the module is below 40%, and the minimum standard of 35% 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 6.

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 40%.

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.

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 40%. If that mark is achieved, it replaces the original fail mark on the student's marks profile.
- (ii) A referral mark of less than 40% 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 40%) 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 IHTTI 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 IHTTI 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 IHTTI 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

Bachelor of Arts Honours in International Hospitality Management

6HO705 Strategic Management

This module deals with the art of strategy; meaning, how to analyse a strategic situation, how to identify and choose a superior competitive position, and how to create the organisational context to implement the chosen strategy. The key strategic business decisions of concern in this module involve taking advantage of external opportunities, choosing competitive strategies, creating competitive advantages, and allocating critical resources over long periods. The module takes a general management perspective, viewing the company holistically, and examining how each function are integrated into an overall competitive strategy. It is focused on the analysis, decisions and actions that affect the performance of hospitality companies

6HO704 Leadership Across Cultures

With the globalisation of service, leading a multicultural workforce to meet the expectations of a diverse market has become a major task for hospitality leaders. This module attempts to provide the students with an opportunity not only to understand cultural differences and how this impacts upon the organisational performance within the hospitality industry, but also to critique relevant leadership and cultural theories with applications into practice and formulate an appropriate leadership strategy to deliver quality service that meets expectations of an international clientele.

6HO703 International Resort and Spa Management

This module examines how resorts and spas develop and manage their business in a competitive global environment. Resort based leisure is now a key component in the tourism industry at a regional, national and international level. Students will develop an in-depth understanding of what a resort is, examine and evaluate different business models such as lease, management agreement, franchise, timeshare, branded residence, and vacation club. The rise of spa, wellness, therapeutic, and relaxation-based resorts as part of the leisure experience is a significant area of study within the module.

6HO702 Strategic Human Resources Management

The strategic development of service sector organisations has been marked by recognition that good service quality contributes significantly to competitive advantage. Further, globalisation, increasing competitive pressures and changing customer demands have led to the realisation that successful service organisations need to be flexible and responsive to change. To this end, businesses need to identify and critically examine future developments within the service sector and develop human resource strategies to support corporate strategy and facilitate change. This module provides a forum for exploring the relationships between business strategy and human resource strategy, examining recent developments in human resource management theory and practice and relating these to the strategic and operational needs of service sector organisations.

6HO701 Food & Beverage Development

This module seeks to combine the skills and knowledge gained throughout the studies with the theories of consumption, customer, trends, issues and contemporary food industry. It also attempts to provide a platform for future prospects within food and beverage operations. The growth of both corporate and independent outlets and societal shifts over the past decades has led to changes in consumer demand, expectations and a plethora of new product developments. This module studies the past developments that have affected the industry today, the current F&B industry studying society culture technology and contemporary debates and then looks at trends and future developments in the industry.

6EM704 Digital Marketing

Consumers have access to an unlimited amount of information online about the products they are interested in. They can use online search, review sites and social media to assess those products before purchase. Digital marketing therefore is becoming the dominant driver in business today and hospitality and event marketers need to master the skills of communicating with their audiences online to create awareness and interest around their products. This module aims to build knowledge and understanding on how to create a successful online communication plan with the use of Social Media Marketing, Content Marketing, Viral Marketing and online Public Relations.

6HO700 Contemporary Trends

Your final year as an undergraduate will see many of the elements of your degree coming together as you prepare to start your career. It is absolutely essential that you are able to present your skills and knowledge in the best possible way to enhance your prospects of employment. This module is individually centred — you will need to maximise your personal reflection and critical analysis of your views on the future for the industry.

This module will provide the in-depth analytical knowledge needed to address key developments in the industry, to ensure that you can see what the future may look like for you and where you fit in.

6HO996 Independent Study

Independent study forms the entire Bachelor stage of the programme and as an option, students can choose to undertake a Dissertation and it is a major piece of individual work. 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 and providing answers. The independent study offers students the opportunity to develop their analytical and critical skills in an extended analysis of a service sector topic, selected by the student and supervised by a member of the teaching team.

6HO996 Integrated Business Project

Independent study forms the entire Bachelor stage of the programme and as an option, students can choose to undertake an Integrated Business Project and is a major piece of individual work. 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 and providing answers. This process driven module

will enable students to illustrate that they can analyse complex data from a variety of sources, to produce recommendations for Management. The evaluation of scenarios, with the factoring of externalities, requires a complex set of modelling to identify product and service design integrity. Increasingly important to the hospitality industry are integrated models that incorporate the need for planning, action and review in response to the potential range of change, adaptations and service developments and enhancements. All students will be expected to undertake an analysis of an area of a hospitality organisation, which can be achieved through a hospitality organisation that students identify with a variety of topics.

Bachelor of Arts Honours in International Hospitality and Events Management

6EM706 Sustainable Event Management

The module considers the growing relevance and understanding of sustainability related issues and practices in global hospitality and events industries. The concepts of sustainability will be debated in light of the issues facing the industries today. The module will examine increased stakeholder pressures to adopt more sustainable practices and will argue business case for adoption of sustainable management. CSR and its importance in modern business world will be explored. The module is developed in appreciation of socio-cultural, environmental and economic impacts of tourism and leisure industry.

6EM701 Entrepreneurship in Hospitality & Events

This module provides a comprehensive analysis of the entrepreneurial process, from the initial phases of innovation and creativity, the factors that affect entrepreneurship to the different types of business financing. The entrepreneur types and styles are further investigated, based on their abilities to make day-to-day decisions. Entrepreneurship by definition is based upon the nature of an individual's personality. This module examines the skills and processes involved in alignment with the relevant entrepreneurial theories to allow the students to be able to develop a successful start-up business.

6HO705 Strategic Management

This module deals with the art of strategy; meaning, how to analyse a strategic situation, how to identify and choose a superior competitive position, and how to create the organisational context to implement the chosen strategy. The key strategic business decisions of concern in this module involve taking advantage of external opportunities, choosing competitive strategies, creating competitive advantages, and allocating critical resources over long periods. The module takes a general management perspective, viewing the company holistically, and examining how each function are integrated into an overall competitive strategy. It is focused on the analysis, decisions and actions that affect the performance of hospitality companies

6HO704 Leadership Across Cultures

With the globalisation of service, leading a multicultural workforce to meet the expectations of a diverse market has become a major task for hospitality leaders. This module attempts to provide the students with an opportunity not only to understand cultural differences and how this impacts upon the organisational performance within the hospitality industry, but also to critique relevant leadership and cultural theories with applications into practice and formulate an appropriate leadership strategy to deliver quality service that meets expectations of an international clientele.

6EM704 Digital Marketing

Consumers have access to an unlimited amount of information online about the products they are interested in. They can use online search, review sites and social media to assess those products before purchase. Digital marketing therefore is becoming the dominant driver in business today and hospitality and event marketers need to master the skills of communicating with their audiences online to create awareness and interest around their products. This module aims to build knowledge and understanding on how to create a successful online communication plan with the use of Social Media Marketing, Content Marketing, Viral Marketing and online Public Relations.

6HO703 International Resort and Spa Management

This module examines how resorts and spas develop and manage their business in a competitive global environment. Resort based leisure is now a key component in the tourism industry at a regional, national and international level. Students will develop an in-depth understanding of what a resort is, examine and evaluate different business models such as lease, management agreement, franchise, timeshare, branded residence, and vacation club. The rise of spa, wellness, therapeutic, and relaxation-based resorts as part of the leisure experience is a significant area of study within the module.

6HO700 Contemporary Trends

Your final year as an undergraduate will see many of the elements of your degree coming together as you prepare to start your career. It is absolutely essential that you are able to present your skills and knowledge in the best possible way to enhance your prospects of employment. This module is individually centred — you will need to maximise your personal reflection and critical analysis of your views on the future for the industry.

This module will provide the in-depth analytical knowledge needed to address key developments in the industry, to ensure that you can see what the future may look like for you and where you fit in.

6HO996 Independent Study

Independent study forms the entire Bachelor stage of the programme and as an option, students can choose to undertake a Dissertation and it is a major piece of individual work. 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 and providing answers. The independent study offers students the opportunity to develop their analytical and critical skills in an extended analysis of a service sector topic, selected by the student and supervised by a member of the teaching team.

6HO996 Integrated Business Project

Independent study forms the entire Bachelor stage of the programme and as an option, students can choose to undertake an Integrated Business Project and is a major piece of individual work. 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 and providing answers. This process driven module will enable students to illustrate that they can analyse complex data from a variety of sources, to produce recommendations for Management. The evaluation of scenarios, with the factoring of externalities, requires a complex set of modelling to identify product and service design integrity. Increasingly important to the hospitality industry are integrated models that incorporate the need for planning, action and review in response to the potential range of change, adaptations and service developments and enhancements. All students will be expected to undertake an analysis of an area of a hospitality organisation, which can be achieved through a hospitality organisation that students identify with a variety of topics.

Bachelor of Arts Honours in International Hospitality and Design Management

6HO711 Project Management

Project Management is a process by which diverse projects are to be delivered to meet client expectations with respect to cost, time, and quality. Most often this is used in Hospitality in the construction process. It draws on skills from a variety of disciplines and trades. The success of any project depends on effective management of these activities and co-ordination of interdisciplinary efforts. Project management has established itself as a formidable approach for project delivery system in view of its ability to effectively satisfy client objectives. Some of the potential benefits of the project management approach are improved control of time, quality, cost and better management of conflicts. Project Management is not exclusively for Hospitality Construction however and the ability of a project manager to efficiently perform these functions and to effectively co-ordinate the efforts of other participants toward project objectives largely determine the efficacy of any project. This module aims to provide an overview of project management processes and techniques required to ensure a co-ordinated team approach for effective delivery of building projects.

6HO712 Small Business Development and Entrepreneurship

The aim of this module is to develop a knowledge of the process of entrepreneurship and the environment in which the process takes place, the skills to enable the student to make an informed decision to develop their own ventures, or alternatively, to be more entrepreneurial within existing organisations and to determine the journey within the context of personal development and leadership.

6HO706 Consumer Intelligence Management

The rationale underpinning the module refers to services companies that are facing increasing complexity in their micro and macro environments. The complexity of technology, markets, products and firms to understand consumers' motives, perceptions

and decision-making processes in order to creatively design and develop products that will be successful in the contemporary market place. Although the consumption process is covered in brief in previous modules, there is a need for intelligent level analysis of consumer behaviour in hospitality implementing Consumer Intelligence Management (CIM), to enable graduates to gain a rounded appreciation of the critical issues governing modern consumption and the decision-making process.

6HO709 Innovations in Technology and Design

This module will concentrate on the future directions, challenges and development of all innovative solutions relating to Hospitality and wider society. It will examine why we need Innovation and how it can be encouraged and directed. It will allow the student to more clearly discern effective forms of innovation in varying industry sectors by creating a critical approach to the subject. It will examine themes focusing in innovation in design and technology and its effects on the terms of uses of actual products, materials, software and business structures. Particularly the module will look at innovations with an emphasis on smart and sustainable solutions for Hotel Design. However, this module will also enable you to develop and extend research interests into innovative elements as it impacts on the individual and social structures.

6HO707 Delivering Added Value

Hospitality, tourism and events products are complex and include a high service component. A competent manager in these industries will need to develop a holistic view of how the organisation can create value for the customer using both tangible and intangible facets that the organisation offers. Competition between hospitality organisations both nationally and internationally will be based on the integration of all the elements of the management process in a way that gives the customer an experience that satisfies and even exceeds their expectations. This module will examine the parameters of operations, which need to be managed in order to situate the organisation in a strong market position. In so doing, it will explore some challenging management issues.

6HO708 HRM and Business Strategy

The strategic development of service sector organizations has been marked by recognition that superior service quality contributes significantly to competitive advantage. Further, globalization, increasing competitive pressures and changing customer demands have led to the realization that successful service organizations need to be flexible and responsive to change. This module provides a forum for the exploration of recent developments in management theory and practice, relating these to the strategic and operational perspectives of service sector encounters. Companies need to identify and examine future developments within the service sector and develop scenarios for facilitating and managing change.

6HO994 Dissertation

The independent study offers students the opportunity to develop their analytical and critical skills in an extended analysis of a business topic, selected by the student and

supervised by a member of the teaching team. Assessment: Proposal 10%; Dissertation 90%

6HO710 Integrated Project

By using real-life design examples students will have the opportunity to experience the realities of commercial development in simulated project that by using their previously acquired knowledge in Hospitality and Design Management together with contiguous knowledge areas of Marketing & Luxury Brand management will serve as a methodology to achieve a definably viable commercial answer to a specific brief.

Appendix I: Timetable for Assignment Submissions

BAH:

BA International Hospitality Management BA4H (202)																						
		Block 1									Block 2											
Codes	Modules	Lecturer	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	24	
6H0703	Int Resort and Spa Mngmt	Gilles Charlet										IND ESSAY 100%										
6EM704	Digital Marketing	Kathryn Medico																		GRP PRE & PORT 100%		
6H0705	Strategic Management	Patrick Taffin					GRFS 50%					IPT 50%										
6H0702	Strategic Human Resources Mgt	Mikhail Romanenko										IND RPT 100%										
6H0704	Leadership Accross Cultures	Kiki da Costa										GRP VID 100%										
6H0701	F&B Dev	Roel Brinkman																		GRP PRE 100%		
6H0700	Contemporary Trends	David Milson														GRP VID 50%				IND ESSAY 50%		
6H0996	Independent Study - Dissertation	Various					Proposal 10%						PROP RESUB								RPT 90%	
6H0991	Independent Study - IBP	Various					Proposal 10%						PROP RESUB								IBP IND PRE 40%	RPT 50%
Codes	Modules	Lecturer	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18	

BA International Hospitality & Events Management BA4HE (211)																					
		Block 1									Block 2										
Codes	Modules	Lecturer	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
6EM701	Entrepreneurship in Hospitality and Events	Xavier Wilain										GRP PRE 100%									
6EM700	Contemporary Trends	David Milson				GRP VID 50%						IND ESSAY 50%									
6EM704	Digital Marketing	Kat Medico										GRP PRE & PORT 100%									
6EM706	Sustainable Event Management	Roel Brinkmann										IND RPT 100%									
6EM702	Leadership Across Cultures	Kathryn Medico																		GRP VID 100%	
6EM705	Strategic Management	Mikhail Romanenko														GRP PRE 50%					IND RPT 50%
6H0703	International Resort & Spa Management	Gilles Charlet																		IND ESSAY 100%	
6H0996	Independent Study - Dissertation	Various					Proposal 10%						PROP RESUB								
6H0991	Independent Study - IBP	Various					Proposal 10%						PROP RESUB								IBP IND PRE 40%
Codes	Modules	Lecturer	1	2	3	4	5	6	7	8	9	10	11	12	13 & 14	15	16	17	18	18	

Appendix II: Undergraduate Grading Scale

% mark	Mark Descriptors	Class
70-100%	<p>Excellent Outstanding; high to very high standard; a high level of critical analysis and evaluation, incisive original thinking; commendable originality; exceptionally well researched; high quality presentation; exceptional clarity of ideas; excellent coherence and logic. Trivial or very minor errors.</p>	First
60-69%	<p>Very good A very good standard; a very good level of critical analysis and evaluation; significant originality; well researched; a very good standard of presentation; pleasing clarity of ideas; thoughtful and effective presentation; very good sense of coherence and logic; Minor errors only.</p>	Second Div 1
50-59%	<p>Good A good standard; a fairly good level of critical analysis and evaluation; some evidence of original thinking or originality; quite well researched; a good standard of presentation; ideas generally clear and coherent, some evidence of misunderstandings; some deficiencies in presentation.</p>	Second Div 2
40-49%	<p>Satisfactory A sound standard of work; a fair level of critical analysis and evaluation; little evidence of original thinking or originality; adequately researched; a sound standard of presentation; ideas fairly clear and coherent, some significant misunderstandings and errors; some weakness in style or presentation but satisfactory overall.</p>	Third
35-39%	<p>Unsatisfactory Overall marginally unsatisfactory; some sound aspects but some of the following weaknesses are evident; inadequate critical analysis and evaluation; little evidence of originality; not well researched; standard of presentation unacceptable; ideas unclear and incoherent; some significant errors and misunderstandings. Marginal fail.</p>	Margin al Fail
21-34%	<p>Poor Below the pass standard; a poor critical analysis and evaluation; no evidence of originality; poorly researched; standard of presentation totally unacceptable; ideas confused and incoherent, some serious misunderstandings and errors. A clear fail, short of the pass standard.</p>	Fail

1-20%	<p>Very Poor Well below the pass standard; with many serious errors. Standard of presentation totally unacceptable, incoherent and may be severely under-length. No evidence of evaluation and application. A very clear fail, well short of the pass standard.</p>	
NS	<p>Non-submission No work has been submitted.</p>	
Z	<p>Academic offence notation Applies to proven instances of academic offences.</p>	