

**Master of Business Administration
(Hospitality Management)**

Abertay University (subject to validation)

2026-27

Programme Specification

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1. Awarding Body

Abertay University (subject to validation)

2. Award Title

Master of Business Administration (Hospitality Management)

3. Exit Awards

Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Hospitality Management.

Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Hospitality Management.

Learners who successfully complete 180 credits may be awarded the Master of Business Administration (Hospitality Management).

4. Mode of Delivery

- Blended learning

5. Mode of Study and Duration

- Full-time: 12 months
- Part-time: 24 months

6. Entry Requirements

Applicants must have:

- A recognised Level 6 qualification (e.g. Bachelor's degree) in a relevant subject area
- English language proficiency evidenced through Medium of Instruction (MOI) or an equivalent recognised English language qualification.

Relevant managerial, professional or entrepreneurial experience equivalent to a minimum of three years is desirable.

Learners progressing through the integrated programme may normally demonstrate this through prior or concurrent professional experience gained before or during the programme.

Applicants with an appropriate Level 7 Postgraduate Diploma in a cognate subject area may be eligible for advanced entry into Stage 2, subject to institutional regulations and recognition of prior learning policies.

7. Programme Overview

The Master of Business Administration (Hospitality Management) is a two-stage postgraduate programme designed to develop advanced business, leadership and strategic management capability within contemporary hospitality and service-sector environments.

The programme integrates advanced taught learning with supervised research and applied investigation, enabling learners to develop strategic thinking, analytical capability, leadership competence and professional skills relevant to complex and dynamic hospitality and tourism contexts.

Stage 1 develops advanced managerial and professional capability through specialist taught modules focused on hospitality operations management, customer experience and service strategy, digital innovation in hospitality, strategic management, leadership and financial decision-making. The programme equips learners with the capability to formulate, implement and evaluate strategic and operational decisions across hospitality and tourism business functions within competitive global markets.

Stage 2 focuses on independent research, advanced investigation and applied problem-solving through a Research Proposal module and a substantial Management Investigation (Capstone Project).

The programme supports progression into senior professional, managerial and strategic leadership roles within hospitality, tourism and related service industries, while also preparing learners for further academic and professional development.

8. Academic Framework and Benchmarking

This programme has been designed in alignment with the UK Framework for Higher Education Qualifications (FHEQ) at Level 7, ensuring that it meets the academic standards appropriate for postgraduate study and advanced professional practice.

The programme is additionally informed by the QAA Subject Benchmark Statement for Master's Degrees in Business and Management, supporting the development of advanced intellectual, analytical, strategic and professional capabilities expected of postgraduate business and management graduates.

In addition, the programme is benchmarked against the Chartered Management Institute (CMI) Competency Framework, ensuring academic rigour and alignment with contemporary professional standards in hospitality management, service leadership and strategic organisational practice.

The programme also references the Institute of Hospitality Professional Standards, the UK Hospitality Skills Framework and the Sustainable Hospitality Alliance principles, ensuring that the programme reflects current industry expectations in hospitality operations, service excellence, responsible tourism and digital innovation within contemporary hospitality environments.

9. Programme Aims

The MBA aims to:

- Develop advanced knowledge and specialist expertise in hospitality management, service leadership and strategic organisational practice within global hospitality and tourism environments
- Enable the effective application of hospitality operations management, customer experience strategy and digital innovation in organisational decision-making
- Develop the ability to critically evaluate hospitality and tourism challenges, innovate strategically and lead ethically within complex service-sector environments
- Strengthen analytical, strategic and research capabilities relevant to hospitality management, tourism leadership and organisational performance
- Develop independent research capability and evidence-based decision-making skills within hospitality and management contexts
- Prepare learners for progression into senior hospitality management, tourism strategy and industry leadership roles, as well as further academic and professional development

10. Programme Learning Outcomes

10.1. Postgraduate Diploma (PGDip) Programme Learning Outcomes (Stage 1)

A. Knowledge and Understanding

- **A1:** Critically evaluate hospitality management theories, frameworks and strategic models relevant to complex global hospitality and tourism environments.
- **A2:** Demonstrate a comprehensive understanding of hospitality leadership principles, service management, governance and ethical frameworks in diverse hospitality and tourism contexts.
- **A3:** Apply advanced knowledge of hospitality operations, financial management, global business strategy and digital innovation to formulate and implement hospitality management strategies.
- **A4:** Assess the impact of global tourism trends, technology disruption, sustainability imperatives and competitive dynamics on hospitality strategic decision-making.

B. Cognitive Skills

- **B1:** Analyse and synthesise complex industry, operational and guest experience information to identify strategic issues and opportunities for hospitality organisational improvement.
- **B2:** Develop evidence-based and innovative solutions to contemporary hospitality and tourism challenges through critical reasoning, service design thinking and problem-solving.
- **B3:** Evaluate and integrate quantitative and qualitative data, including guest analytics, revenue performance and market intelligence, to inform hospitality strategic decisions.

C. Practical and Professional Skills

- **C1:** Design and manage hospitality strategy and operations projects, applying appropriate hospitality performance frameworks, service standards and quality metrics.
- **C2:** Interpret financial and commercial information to support hospitality strategic planning, revenue optimisation and resource allocation decisions.
- **C3:** Conduct applied hospitality and tourism research, including literature review, guest research and operational analysis to support strategic management initiatives.

D. Key Transferable Skills

- **D1:** Communicate hospitality strategies and service visions effectively to a wide range of internal and external stakeholders including guests, staff, owners and industry partners.
- **D2:** Demonstrate hospitality leadership, cross-functional teamwork and negotiation skills in delivering exceptional guest experiences and managing complex service operations.
- **D3:** Apply reflective practice and self-direction to manage continuing professional development and lifelong learning in the evolving hospitality and tourism industry.

10.2. MBA Programme Learning Outcomes (Stage 2)

A. Knowledge and Understanding

- **A5:** Critically evaluate advanced business, management and leadership theories, research methodologies and strategic frameworks relevant to complex organisational challenges.
- **A6:** Demonstrate in-depth understanding of research design, analytical techniques and ethical considerations within applied business and management research.

B. Cognitive Skills

- **B4:** Critically analyse complex organisational and strategic problems using evidence-based reasoning and advanced analytical techniques.
- **B5:** Synthesise theoretical, managerial and empirical insights to develop innovative and strategically appropriate solutions.

C. Practical and Professional Skills

- **C4:** Design and execute a substantial applied research project addressing a real-world organisational, managerial or strategic issue.
- **C5:** Apply appropriate research methodologies, analytical techniques and strategic management frameworks to generate evidence-based recommendations and solutions.

D. Key Transferable Skills

- **D4:** Communicate complex strategic, managerial and research findings effectively to academic and professional audiences.
- **D5:** Demonstrate self-direction, autonomy and reflective practice in managing an extended research project.

11. Programme Structure and Progression

The Master of Business Administration (Hospitality Management) is structured as an integrated two-stage postgraduate programme comprising a taught Postgraduate Diploma stage and a final MBA research stage, totalling 180 credits at Level 7.

Stage 1 – Taught Stage (120 Credits)

Stage 1 consists of the Postgraduate Diploma (PGDip) in Hospitality Management, which develops advanced business knowledge, strategic awareness, leadership capability, analytical competence and applied managerial skills relevant to contemporary organisational environments.

The taught stage enables learners to critically engage with hospitality and service management disciplines, including hospitality operations management, customer experience and service strategy, digital innovation in hospitality, global business strategy, leadership and financial decision-making. The programme supports the development of strategic, operational and leadership capabilities required to manage hospitality organisations effectively within dynamic and competitive global hospitality and tourism environments.

Successful completion of Stage 1 provides learners with the academic and professional foundation required to progress to the MBA research stage.

Stage 1 Modules

Module Code	Module Title	Credits
M07001	Strategic Management	15
M07002	Leadership and Governance	15
M07003	Advanced Business Research Methods	15
M07004	Financial Management and Decision Making	15
M07010	Global Business Strategy and Sustainability	15
M07201	Hospitality Operations Management	15
M07202	Digital Innovation in Hospitality	15
M07203	Customer Experience and Service Strategy	15
	Total Credits	120

Exit Awards

- Learners who successfully complete 60 credits may be awarded a Postgraduate Certificate (PGCert) in Hospitality Management.
- Learners who successfully complete 120 credits may be awarded a Postgraduate Diploma (PGDip) in Hospitality Management.

Stage 2 – MBA Research Stage (60 Credits)

Stage 2 consists of supervised research and applied investigation through a Research Proposal module and a substantial Management Investigation (Capstone Project).

This stage enables learners to integrate and apply advanced business, management and leadership knowledge in the investigation of complex organisational, managerial or strategic challenges within contemporary business environments.

Learners are expected to undertake independent research, critically evaluate evidence, apply appropriate research methodologies and develop strategically relevant and evidence-based recommendations or solutions.

Stage 2 Modules

Module Code	Module Title	Credits
M08001	Research Proposal	20
M08002	Management Investigation (Capstone Project)	40
	Total Credits	60

Successful completion of both Stage 1 and Stage 2 leads to the award of Master of Business Administration (Hospitality Management).

12. Teaching and Learning Strategy

Delivery is designed to support advanced, research-led and applied learning through a range of academically rigorous and professionally relevant teaching and learning approaches, including:

- Lectures, workshops and seminars
- Case studies, business simulations and applied organisational activities
- Research supervision and academic mentoring
- Online learning resources and discussion forums
- Independent study and guided reading
- Peer learning, collaboration and research presentations

Teaching and learning activities support both theoretical understanding and practical application within hospitality and tourism environments. Where appropriate, learners will engage with real-world hospitality operations, customer experience and service management scenarios, enabling the application of strategic frameworks and leadership approaches to contemporary hospitality and tourism challenges.

13. Assessment Strategy

Assessment is designed to evaluate academic understanding, strategic capability, professional practice and research competence across the taught and research stages of the programme.

A range of assessment methods are utilised to support the development and evaluation of analytical, managerial, research and professional skills, including:

- Coursework and analytical reports
- Case-based analysis and applied organisational investigations
- Presentations and applied business activities
- Research-based assignments and critical evaluations
- Research proposal development
- Management Investigation (Capstone Project)

Formative feedback is provided throughout to support progression and academic development.

Assessment methods for Stage 1 modules are detailed within the relevant module specifications. The summative assessments for the Stage 2 MBA research stage are outlined below.

Module Code	Assessment Type	Weighting
M08001	Research Proposal (3,000 words)	100%
M08002	Management Investigation (Capstone Project) Report (8,000–10,000 words)	100%

14. Progression and Completion

To be awarded the Master of Business Administration (Hospitality Management), learners must:

- Successfully complete Stage 1 (120 credits)
- Successfully complete Stage 2 (60 credits)
- Achieve a total of 180 credits at Level 7

15. Academic Regulations

The programme is delivered in accordance with:

- Abertay University academic regulations
- The Framework for Higher Education Qualifications (FHEQ) Level 7 requirements
- Institutional policies relating to assessment, progression, academic integrity and student conduct

16. Stage 1 Module Specifications

Module Title	Strategic Management		
Module Code	M07001	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module provides learners with the skills to think and act strategically in complex and dynamic business environments. It supports development in related areas such as marketing, finance, leadership and organisational change and serves as a foundation for capstone projects or dissertations. The module also emphasises the role of environmental analysis in shaping sustainable and competitive organisational strategies.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop a critical understanding of strategic management theories and practices. • To enable learners to analyse internal and external factors affecting strategic decision-making. • To foster the ability to formulate, implement and evaluate effective strategic plans. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant business experience is recommended.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate strategic management theories, models and frameworks (<i>PLO A1, A3</i>). • A2: Critically analyse internal and external organisational environments and their impact on organisational performance and strategic decision-making (<i>PLO A2, A4</i>). <p>Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4</p> <p>Learning and teaching strategy: Lectures, readings, case studies, online activities.</p>			

B. Cognitive Skills

- B1: Critically apply strategic analysis tools to evaluate complex business scenarios and identify strategic options (*PLO B1, B2*).
- B2: Critically evaluate and synthesise strategic options and decisions using evidence from internal and external research sources (*PLO B2, B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3

Learning and teaching strategy: Group tasks, problem-solving exercises, simulations.

C. Practical and Professional Skills

- C1: Develop and justify strategic plans aligned with organisational objectives and dynamic market conditions (*PLO C1, C2*).
- C2: Critically evaluate strategic performance using relevant data and evidence and formulate evidence-based and strategically justified recommendations for improvement (*PLO C2, C3*).

Programme Learning Outcome(s) this maps against: C1, C2, C3

Learning and teaching strategy: Case studies, workshops, presentations.

D. Key Transferable Skills

- D1: Communicate strategic insights clearly to professional and academic audiences (*PLO D1*).
- D2: Work independently and collaboratively to solve complex strategic business problems in dynamic organisational contexts (*PLO D2, D3*).

Programme Learning Outcome(s) this maps against: D1, D2, D3

Learning and teaching strategy: Peer collaboration, project work, self-reflection

Indicative Content:

- The nature and scope of strategic management
- Strategy development processes (intended vs emergent)
- Strategic analysis: PESTLE, SWOT, Porter's Five Forces, VRIO
- Strategy formulation tools: Ansoff Matrix, BCG, Blue Ocean Strategy
- Business-level and corporate-level strategy
- Strategy implementation and change management
- Strategic leadership and organisational alignment
- Performance evaluation and strategic control
- Strategy in global, digital and disruptive environments
- Impact of macro and micro environmental factors on organisational performance and competitive positioning
- Use of internal and external research (e.g., market, industry and organisational data) to inform strategic decision-making

Assessment Strategy:

To pass this module, learners must demonstrate the ability to apply strategic management principles in complex business environments, make evidence-based and strategically justified recommendations and critically evaluate strategic decisions and their impact on organisational performance.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Strategic Analysis Report (2500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Strategic Plan Presentation + Commentary (1500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Johnson, G. et al.	2023	Exploring Strategy (13th ed.)	Pearson
Grant, R.M.	2022	Contemporary Strategy Analysis (11th ed.)	Wiley
Lynch, R.	2021	Strategic Management (9th ed.)	Pearson
Hill, C. et al.	2020	Strategic Management Theory	Cengage Learning

Other indicative text (e.g., websites)

- www.strategy-business.com
- www.mckinsey.com
- Harvard Business Review (Strategy section)
- Business Strategy Review Journal

Module Title	Leadership and Governance		
Module Code	M07002	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module is designed to enhance learners' strategic leadership capability and governance awareness in complex and evolving organisational contexts. It aligns with other modules on strategy, ethics and organisational performance and serves as a foundation for leadership-focused research or final projects. The module also supports the development of responsible leadership aligned with global governance standards and sustainability principles.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop critical insight into leadership theory and strategic application in corporate settings. • To explore the role of corporate governance in promoting ethical, sustainable and accountable business practices. • To prepare learners to lead at board and executive levels with integrity, vision and governance literacy. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant business experience is recommended.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate strategic leadership theories and their relevance in organisational settings (<i>PLO A1, A3</i>). • A2: Demonstrate comprehensive understanding of corporate governance frameworks and their impact on organisational performance, accountability and stakeholder environments (<i>PLO A2, A4</i>). <p>Programme Learning Outcome(s) this maps against: A1, A2, A3, A4.</p> <p>Learning and teaching strategy: Lectures, readings, case studies, online discussion.</p>			

B. Cognitive Skills

- B1: Analyse the relationship between leadership behaviour, organisational ethics and governance practices (*PLO B1, B2*).
- B2: Critically evaluate and apply evidence-based reasoning to leadership and governance challenges in complex organisational contexts (*PLO B2, B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Seminars, case analysis, reflective tasks.

C. Practical and Professional Skills

- C1: Assess boardroom dynamics and recommend improvements to governance structures (*PLO C1, C2*).
- C2: Develop and justify strategic leadership and governance approaches using organisational, performance and governance-related information, including the critical application of appropriate research and analytical methods (*PLO C2, C3*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2, C3.

Learning and teaching strategy: Simulations, applied projects, peer collaboration

D. Key Transferable Skills

- D1: Communicate strategic leadership insights clearly to specialist and non-specialist audiences (*PLO D1*).
- D2: Demonstrate leadership awareness and reflect on personal leadership style and development within a governance context (*PLO D2, D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2, D3

Learning and teaching strategy: Presentation practice, portfolio development, coaching

Indicative Content:

- Strategic leadership theories and models
- Leadership in organisational change, crisis and transformation
- Corporate governance structures and responsibilities
- UK Corporate Governance Code and international standards (e.g., OECD, King IV)
- Board composition, diversity and accountability
- Stakeholder theory and ESG
- Governance risk, compliance and ethical leadership
- Strategic decision-making and board effectiveness
- Analysis of board-level and organisational performance data
- Use of governance reports, ESG metrics and KPIs in decision-making
- Interpreting financial and non-financial information in governance contexts
- Digital governance, data ethics and emerging governance challenges (e.g., AI, cybersecurity)

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate leadership and governance practices, apply theory to real-world governance and organisational contexts, including the use of relevant organisational and performance data and demonstrate reflective evaluation of personal leadership development.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Leadership & Governance Report (2500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, C2, D1
Boardroom Case Study Analysis (1500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Northouse, P.G.	2021	Leadership: Theory and Practice (9th ed.)	SAGE Publications
Tricker, B.	2019	Corporate Governance: Principles, Policies and Practices (4th ed.)	Oxford University Press
Clarke, T.	2021	International Corporate Governance (3rd ed.)	Routledge
Gill, R.	2011	Theory and Practice of Leadership	SAGE Publications
Kakabadse, A. & N.	2010	Global Boards	Palgrave Macmillan

Other indicative text (e.g., websites)

- www.iod.com (Institute of Directors)
- www.oecd.org/corporate/governance
- Harvard Business Review (Leadership and Governance section)

Module Title	Advanced Business Research Methods		
Module Code	M07003	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module equips learners with the critical knowledge and skills required to undertake systematic and rigorous research in business and management contexts. It prepares learners for independent research projects, dissertations, or consultancy-based assignments and underpins other modules through its emphasis on evidence-based decision-making and the analysis of complex organisational challenges.

Module Aims:

- To equip learners with a critical understanding of business research philosophies and methodologies.
- To develop the capacity to design, justify and plan an independent research project.
- To apply suitable data collection and analysis techniques for business problem-solving.

Pre-requisite modules or specified entry requirements:

None; however, learners are expected to hold a Level 6 qualification and be familiar with basic academic study skills.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate key research paradigms, approaches and methodologies in business and management research (*PLO A1, A2*).
- A2: Critically evaluate ethical principles and the role of research in analysing organisational problems and informing evidence-based decision-making (*PLO A2, A4*).

Programme Learning Outcome(s) this maps against: A1, A2, A4.

Learning and teaching strategy: Lectures, readings, case studies, online workshops.

B. Cognitive Skills

- B1: Formulate coherent and researchable questions and objectives aligned to complex business and organisational issues (*PLO B1, B2*).
- B2: Critically evaluate secondary and primary research designs and data analysis methods (*PLO B2*).

Programme Learning Outcome(s) this maps against: B1, B2.

Learning and teaching strategy: Research proposal development, peer review, applied tasks.

C. Practical and Professional Skills

- C1: Design a research project including methodology and sampling (*PLO C3*).
- C2: Apply and interpret qualitative and quantitative data analysis techniques to support evidence-based decision-making (*PLO C3*).

Programme Learning Outcome(s) this maps against: C3

Learning and teaching strategy: Proposal writing, data handling exercises, tool demonstrations

D. Key Transferable Skills

- D1: Use academic conventions, referencing and clear written communication (*PLO D1*).
- D2: Plan, manage and reflect on an independent research project to meet academic standards (*PLO D3*).

Programme Learning Outcome(s) this maps against: D1, D3

Learning and teaching strategy: Workshops, writing clinics, feedback sessions.

Indicative Content:

- Research paradigms and philosophical assumptions
- Formulating research problems, questions and hypotheses
- Literature review techniques and academic sourcing
- Research design and strategy (qualitative, quantitative, mixed methods)
- Sampling techniques and ethics in research
- Data collection methods (e.g., interviews, surveys, secondary data)
- Data analysis tools (e.g., thematic analysis, SPSS, Excel)
- Research validity, reliability and limitations
- Proposal writing and planning tools
- Application of research to organisational decision-making and performance improvement
- Development of a structured research proposal aligned to postgraduate dissertation requirements.

Assessment Strategy:

To pass this module, learners must submit a comprehensive and academically rigorous research proposal demonstrating critical understanding of research design, methodology and organisational context aligned with postgraduate dissertation or capstone requirements.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Research Proposal (2,500 words)	100%	End of module	%	A1, A2, B1, B2, C1, C2, D1, D2

Key Reading List:

Author	Year	Title	Publisher
Saunders, M. et al.	2019	Research Methods for Business Students (8th ed.)	Pearson
Bryman, A.	2016	Social Research Methods (5th ed.)	Oxford University Press
Easterby-Smith, M. et al.	2021	Management Research (6th ed.)	Sage Publications
Sekaran, U. & Bougie, R.	2019	Research Methods for Business (8th ed.)	Wiley

Other indicative text (e.g., websites)

- www.cipd.co.uk
- Emerald Insight Research Database
- Harvard Business Review (Research section)
- www.methodspace.com

Module Title	Financial Management and Decision Making		
Module Code	M07004	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module develops a critical and applied understanding of financial management principles and their role in organisational decision-making. It enables learners to interpret and evaluate financial information to support strategic and operational decisions. The module underpins a wide range of business management disciplines by equipping learners with the ability to assess financial performance, evaluate investment opportunities and analyse the financial implications of business decisions in complex organisational contexts.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To provide an in-depth understanding of financial and management accounting concepts. • To enable learners to analyse financial data and apply it in strategic decision-making. • To assess the financial impact of strategic and operational decisions within organisations. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, prior exposure to basic finance or accounting principles is advantageous.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate key financial principles, tools and techniques used in organisational decision-making (<i>PLO A1, A2</i>). • A2: Evaluate the strategic role of financial information in organisational strategy and business decision-making (<i>PLO A3, A4</i>). <p>Programme Learning Outcome(s) this maps against: A1, A2, A3, A4.</p> <p>Learning and teaching strategy: Lectures, problem-based learning, financial modelling tasks.</p>			

B. Cognitive Skills

- B1: Critically interpret and analyse financial statements to assess organisational financial health and performance (*PLO B1, B2*).
- B2: Critically assess investment decisions using financial appraisal techniques and justify recommendations (*PLO B2, B3*).

Programme Learning Outcome(s) this maps against: B1, B2, B3.

Learning and teaching strategy: Case study analysis, investment simulations.

C. Practical and Professional Skills

- C1: Apply budgeting, cost analysis and performance metrics to evaluate and support financial decision-making (*PLO C2*).
- C2: Apply financial planning and modelling tools to support decision-making in complex business scenarios (*PLO C2*).

Programme Learning Outcome(s) this maps against: C2.

Learning and teaching strategy: Spreadsheet modelling, budgeting exercises, presentations.

D. Key Transferable Skills

- D1: Communicate financial insights effectively to non-financial stakeholders (*PLO D1*).
- D2: Apply numeracy, digital tools and decision-making skills in financial contexts (*PLO D2*).

Programme Learning Outcome(s) this maps against: D1, D2.

Learning and teaching strategy: Group work, financial presentations, reflective exercises.

Indicative Content:

- Financial statements and performance analysis
- Cash flow and working capital management
- Budgeting and variance analysis
- Capital investment appraisal (NPV, IRR, Payback)
- Cost-volume-profit analysis
- Strategic financial planning and forecasting
- Risk management and financial sensitivity analysis
- Ethics and governance in financial decision-making
- Financial decision-making models
- Financial forecasting and scenario analysis
- Use of financial data in strategic decisions

Assessment Strategy:

Assessment is based on the critical analysis and application of financial data to support evidence-based business decision-making in organisational contexts.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Financial Analysis Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Strategic Finance Case Study (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Atrill, P. & McLaney, E.	2022	Financial Management for Decision Makers (9th ed.)	Pearson
Drury, C.	2018	Management and Cost Accounting (10th ed.)	Cengage Learning
Fridson, M. & Alvarez, F.	2022	Financial Statement Analysis (5th ed.)	Wiley

Other indicative text (e.g., websites)

- Financial Times (www.ft.com)
- www.mckinsey.com (finance section)
- Harvard Business Review (Research section)
- <https://www.investopedia.com>

Module Title	Global Business Strategy and Sustainability		
Module Code	M07010	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module develops learners' understanding of global strategic management and the integration of sustainability into organisational decision-making. It equips learners with the ability to analyse international business environments and formulate strategies that support long-term performance, responsible business practices and sustainable growth. The module emphasises the application of strategic frameworks to address global complexity, environmental and social challenges and organisational adaptation in dynamic and evolving contexts.

Module Aims:

- To develop critical understanding of global strategic management and international business environments.
- To explore the principles of sustainability and responsible business in strategic decision-making.
- To enable learners to formulate and evaluate global and sustainable strategies in complex organisational contexts.

Pre-requisite modules or specified entry requirements:

None; however, a Level 6 qualification and/or relevant business experience is recommended.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate global strategic management theories, frameworks and models in international business contexts (*PLO A2*).
- A2: Analyse the role of sustainability, ethics and governance in shaping global business strategies and organisational performance (*PLO A4*).

Programme Learning Outcomes (PLOs) this maps against: A2, A4

Learning and teaching strategy: Lectures, readings, case studies, online discussions.

B. Cognitive Skills

- B1: Critically analyse global business environments to identify strategic opportunities and challenges (*PLO B1, B2*).
- B2: Evaluate global strategic options and sustainability initiatives using evidence-based reasoning (*PLO B2, B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Case analysis, problem-solving exercises, applied workshops.

C. Practical and Professional Skills

- C1: Develop and justify global and sustainable strategies aligned with organisational objectives and international market conditions (*PLO C1, C2*).
- C2: Apply strategic tools and frameworks to assess global expansion, sustainability performance and organisational impact (*PLO C2*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2

Learning and teaching strategy: Case studies, simulations, applied projects.

D. Key Transferable Skills

- D1: Communicate global strategic and sustainability insights effectively to diverse stakeholders (*PLO D1*).
- D2: Demonstrate leadership, collaboration and cultural awareness in global and sustainability-focused contexts (*PLO D2*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2.

Learning and teaching strategy: Group work, presentations, reflective activities.

Indicative Content:

- Globalisation and international business strategy
- Global market entry strategies (exporting, licensing, FDI, joint ventures)
- Cross-cultural management and international leadership
- Global competitive advantage and industry analysis
- Sustainability and corporate social responsibility (CSR)
- Environmental, Social and Governance (ESG) frameworks
- Sustainable business models and circular economy
- Ethical decision-making in global contexts
- Global supply chains and sustainability challenges
- Risk management in international markets
- Impact of geopolitical, economic and regulatory environments
- Measuring and reporting sustainability performance

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate global and sustainable business strategies and apply relevant frameworks to real organisational contexts, including the development of strategic recommendations.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Global Strategy Analysis Report (2500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Sustainability Strategy Presentation + Commentary (1500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Hill, C. et al.	2020	International Business	Cengage Learning
Peng, M.	2021	Global Strategy	Cengage Learning
Johnson, G. et al.	2023	Exploring Strategy (Sustainability chapters)	Pearson
Schaltegger, S. et al.	2018	Business Cases for Sustainability	Routledge

Other indicative text (e.g., websites)

- Harvard Business Review (Global Strategy & Sustainability sections)
- www.oecd.org
- www.weforum.org
- www.mckinsey.com (Sustainability insights)

Module Title	Hospitality Operations Management		
Module Code	M07201	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module develops learners' ability to manage and optimise hospitality operations across rooms, food and beverage, events and ancillary services. It examines operational systems, service quality frameworks and performance management approaches that underpin effective service delivery and commercial performance. The module provides the operational foundation for Customer Experience and Service Strategy and Digital Innovation in Hospitality, enabling learners to translate strategic objectives into operational excellence.

Module Aims:

- To develop a critical understanding of hospitality operations management systems, service delivery frameworks and operational performance metrics.
- To explore the management of rooms division, food and beverage, events and ancillary services in diverse hospitality contexts.
- To enable learners to design, evaluate and optimise hospitality operations that deliver consistent service quality, operational efficiency and commercial performance.

Pre-requisite modules or specified entry requirements:

None; however, a Level 6 qualification and/or relevant business experience is recommended.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate hospitality operations management frameworks, service delivery systems and quality management models in diverse hospitality contexts (*PLO A1, A3*).
- A2: Demonstrate critical understanding of hospitality operational performance metrics, yield management principles and commercial drivers of organisational performance (*PLO A4*)

Programme Learning Outcomes (PLOs) this maps against: A1, A3, A4.

Learning and teaching strategy: Lectures, hospitality case studies, operations simulations, site visits.

B. Cognitive Skills

- B1: Critically analyse hospitality operational performance data to identify service quality gaps, efficiency opportunities and areas for operational improvement (*PLO B1, B2*).
- B2: Evaluate alternative operational strategies and service delivery models using evidence-based reasoning to support hospitality management decisions (*PLO B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Operational analysis exercises, service audits, applied case workshops.

C. Practical and Professional Skills

- C1: Design and justify operational management strategies for hospitality functions that optimise service delivery, resource allocation and commercial performance (*PLO C1, C2*).
- C2: Apply hospitality performance management tools, service quality frameworks and operational metrics to evaluate and improve hospitality business performance (*PLO C2*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2.

Learning and teaching strategy: Operational planning projects, service design workshops, applied simulations.

D. Key Transferable Skills

- D1: Communicate operational management strategies and service improvement proposals clearly to hospitality owners, operators and frontline teams (*PLO D1*).
- D2: Demonstrate operational leadership, cross-departmental collaboration and problem-solving in managing complex hospitality service environments (*PLO D2*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2.

Learning and teaching strategy: Group management projects, operational presentations, reflective journals.

Indicative Content:

- Hospitality operations management frameworks and service delivery systems
- Rooms division management — front office, housekeeping, reservations and yield optimisation
- Food and beverage management — restaurant, bar, banqueting and kitchen operations
- Events and conference management — planning, operations and post-event evaluation
- Service quality management — SERVQUAL, mystery shopping and quality audit frameworks
- Hospitality performance metrics — RevPAR, ADR, GOP and operational KPIs
- Human resource management in hospitality — staffing, scheduling and team development
- Procurement, supply chain and cost management in hospitality
- Health, safety and compliance in hospitality operations
- Sustainability in hospitality operations — waste reduction, energy management, responsible sourcing
- Technology in operations — Property Management Systems (PMS), POS and operational software
- Managing service recovery and complaint resolution

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate hospitality operations management practices and develop evidence-based strategies for improving operational efficiency, service quality and commercial performance in a hospitality context.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Hospitality Operations Management Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Operational Strategy Presentation + Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Jones, P. & Lockwood, A.	2004	The Management of Hotel Operations	Thomson Learning
Brotherton, B. (ed.)	2012	International Hospitality Management	Wiley
Walker, J.R.	2021	Introduction to Hospitality Management (6th ed.)	Pearson
Boella, M. & Goss-Turner, S.	2019	Human Resource Management in the Hospitality Industry (10th ed.)	Routledge

Other indicative text (e.g., websites)

- Institute of Hospitality (www.instituteofhospitality.org)
- UK Hospitality (www.ukhospitality.org.uk)
- Hospitality Net (www.hospitalitynet.org)

Module Title	Digital Innovation in Hospitality		
Module Code	M07202	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		

Rationale for the module and its links with other modules:

This module develops learners' ability to leverage digital technologies to enhance hospitality operations, guest experience and competitive advantage. It explores the digital innovation landscape, including hospitality systems, revenue management technologies and emerging AI applications. The module builds on Hospitality Operations Management and complements Customer Experience and Service Strategy by enabling learners to design and lead digital transformation initiatives in hospitality organisations.

Module Aims:

- To develop a critical understanding of the digital innovation landscape in hospitality and tourism and its implications for operations, guest experience and competitive strategy.
- To explore the application of property management systems, revenue management technology and emerging AI tools in hospitality service delivery and operational management.
- To enable learners to evaluate, plan and lead digital innovation and technology transformation initiatives in hospitality organisations.

Pre-requisite modules or specified entry requirements:

None; however, a Level 6 qualification and/or relevant business experience is recommended.

Is the module compensatable?

Yes

Are there any PSRB requirements regarding the module?

No

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate the digital innovation landscape in hospitality and tourism, including current and emerging technologies, and their strategic implications for hospitality organisations (*PLO A1, A2*).
- A2: Demonstrate critical understanding of digital transformation frameworks, technology adoption models, and the governance and ethical dimensions of digital innovation in hospitality (*PLO A3, A4*).

Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4.

Learning and teaching strategy: Lectures, technology demonstrations, digital innovation case studies, online discussions.

B. Cognitive Skills

- B1: Critically analyse digital technology options and innovation opportunities to evaluate their feasibility, commercial potential and operational implications for specific hospitality contexts (*PLO B1, B2*).
- B2: Evaluate digital transformation strategies and technology implementation approaches using evidence-based reasoning to support hospitality management decisions (*PLO B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Technology evaluation exercises, digital strategy workshops, applied case analysis.

C. Practical and Professional Skills

- C1: Develop and justify a digital innovation and technology transformation strategy for a hospitality organisation, incorporating technology selection, implementation planning and change management (*PLO C1, C2*).
- C2: Apply digital analytics, revenue management technologies and guest experience platforms to support data-driven decision-making and commercial optimisation in hospitality contexts (*PLO C2*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2.

Learning and teaching strategy: Digital strategy projects, revenue management simulations, technology planning exercises.

D. Key Transferable Skills

- D1: Communicate digital innovation strategies and technology-driven insights effectively to technical and non-technical hospitality stakeholders (*PLO D1*).
- D2: Demonstrate leadership, collaboration and reflective practice in planning and executing digital transformation initiatives within hospitality organisations (*PLO D2, D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D2, D3.

Learning and teaching strategy: Group digital innovation projects, strategy presentations, reflective journals.

Indicative Content:

- The digital hospitality landscape - current technologies and future trends
- Property Management Systems (PMS) - selection, integration and optimisation
- Channel management and Online Travel Agents - distribution strategy in the digital age
- Revenue management technology - dynamic pricing tools, yield management systems and AI-driven pricing
- Smart hotel technology - IoT, contactless check-in, keyless entry and in-room technology
- AI and ML in hospitality - chatbots, personalisation engines and predictive analytics
- Digital guest experience platforms - CRM, loyalty apps and guest communication tools
- Social media and reputation management in hospitality
- Data analytics and business intelligence for hospitality decision-making
- Cybersecurity and data privacy in hospitality technology environments
- Leading digital transformation - technology adoption, change management and staff capability development

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate the digital innovation landscape and develop a comprehensive digital transformation strategy for a hospitality organisation, incorporating technology selection, implementation planning and evidence-based commercial justification.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Digital Innovation Strategy Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Technology Transformation Plan + Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Buhalis, D.	2020	Tourism and Digital Transformation	Goodfellow Publishers
Wang, D. & Hung, K.	2020	Smart Hospitality and Tourism Management	Routledge
Davenport, T. & Mittal, N.	2023	All-in on AI: How Smart Companies Win Big with Artificial Intelligence	Harvard Business Review Press
Walker, J.R.	2022	Introduction to Hospitality Management (6th ed.)	Pearson

Other indicative text (e.g., websites)

- Hospitality Technology (www.hospitalitytech.com)
- Skift (www.skift.com)
- Deloitte Hospitality & Leisure Insights
- HFTP (Hospitality Financial and Technology Professionals) (www.hftp.org)

Module Title	Customer Experience and Service Strategy		
Module Code	M07203	Level	7
Module Type	Taught	Credits	15
Notional Learning Hours	150 total hours <ul style="list-style-type: none"> • Lectures/seminars: 25 hours • Independent reading: 50 hours • Assessment preparation: 45 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module develops learners' ability to design and deliver customer experiences that drive loyalty, differentiation and commercial performance in hospitality and tourism contexts. It examines guest journey management, service design and experience strategy frameworks. The module builds on Hospitality Operations Management and is supported by Digital Innovation in Hospitality, enabling learners to develop data-driven and strategically aligned guest experience solutions.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop a critical understanding of customer experience management frameworks, service design methodologies and the strategic role of guest experience in hospitality competitive advantage. • To explore the guest journey, touchpoint management and service recovery strategies that support consistent and memorable hospitality experiences. • To enable learners to design, evaluate, and implement customer experience strategies that drive guest loyalty, advocacy and commercial performance in hospitality and tourism organisations. 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>None; however, a Level 6 qualification and/or relevant business experience is recommended.</p>			
<p>Is the module compensatable?</p> <p>Yes</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			
<p>Module Learning Outcomes (MLOs):</p> <p>A. Knowledge and Understanding</p> <ul style="list-style-type: none"> • A1: Critically evaluate customer experience management frameworks, service design models and guest satisfaction theories in hospitality and tourism contexts (<i>PLO A1, A2</i>) • A2: Demonstrate critical understanding of guest journey mapping, touchpoint analysis, and the commercial drivers of loyalty and advocacy in hospitality organisations (<i>PLO A3, A4</i>). 			

Programme Learning Outcomes (PLOs) this maps against: A1, A2, A3, A4.

Learning and teaching strategy: Lectures, service design workshops, guest journey mapping, case studies.

B. Cognitive Skills

- B1: Critically analyse guest experience data, satisfaction metrics, and service quality indicators to identify improvement opportunities and strategic priorities (*PLO B1, B2*).
- B2: Evaluate customer experience strategies and service design interventions using evidence-based reasoning to support hospitality management decisions (*PLO B3*).

Programme Learning Outcomes (PLOs) this maps against: B1, B2, B3.

Learning and teaching strategy: Guest journey analysis, service blueprint workshops, data-driven case studies.

C. Practical and Professional Skills

- C1: Design and justify comprehensive customer experience strategies for hospitality organisations, incorporating touchpoint design, service standards, and loyalty programme frameworks (*PLO C1, C2*).
- C2: Apply experience management tools, guest analytics, and customer insight data to collect, interpret, and evaluate evidence to inform customer experience strategy decisions (*PLO C2, C3*).

Programme Learning Outcomes (PLOs) this maps against: C1, C2, C3.

Learning and teaching strategy: Experience design projects, CRM analysis exercises, service recovery simulations.

D. Key Transferable Skills

- D1: Communicate customer experience visions and service design strategies persuasively to hospitality leadership teams, owners, and guest-facing colleagues (*PLO D1*).
- D2: Demonstrate service leadership, empathy, collaboration and reflective practice in designing and evaluating customer experience in hospitality contexts (*PLO D3*).

Programme Learning Outcomes (PLOs) this maps against: D1, D3.

Learning and teaching strategy: Group experience design projects, service presentations, reflective journals.

Indicative Content:

- Customer experience management frameworks - definitions, models and strategic importance
- Guest journey mapping — touchpoints, moments of truth and emotional experience design
- Service design principles — service blueprinting, co-creation and human-centred design
- Guest satisfaction measurement — NPS, TripAdvisor and online reputation management
- Service recovery — complaint management, empowerment and service guarantees
- Loyalty programmes — design, management and ROI evaluation
- Personalisation and hyper-personalisation — using data to tailor guest experiences
- CRM and guest analytics — tools, platforms and data-driven experience management
- Cultural intelligence and inclusive hospitality — serving diverse guest populations
- Luxury hospitality and premium experience design — value creation, brand positioning and experiential differentiation
- Sustainability and responsible service — ethical guest experience management
- Service quality models — SERVQUAL, SERVPERF, gap analysis frameworks

Assessment Strategy:

To pass this module, learners must demonstrate the ability to critically evaluate customer experience management practices and design a comprehensive guest experience strategy for a hospitality organisation, incorporating evidence-based service design, measurement frameworks and loyalty management approaches.

Assessment Task	Weighting	Submission Timing	Grading	Module Learning Outcomes Mapped
Customer Experience Strategy Report (2,500 words)	70%	Mid-module	%	A1, A2, B1, B2, C1, D1
Service Strategy Presentation + Reflective Commentary (1,500 words)	30%	End of module	%	B2, C2, D2

Key Reading List:

Author	Year	Title	Publisher
Lemon, K.N. & Verhoef, P.C.	2016	Understanding Customer Experience Throughout the Customer Journey	Journal of Marketing
Pine, B.J. & Gilmore, J.H.	2019	The Experience Economy (Updated ed.)	Harvard Business Review Press
Lovelock, C. & Wirtz, J.	2021	Services Marketing: People, Technology, Strategy	Pearson
Stickdorn, M. et al.	2018	This Is Service Design Doing	O'Reilly Media

Other indicative text (e.g., websites)

- Institute of Customer Service (www.instituteofcustomerservice.com)
- Hospitality Net (www.hospitalitynet.org)
- Harvard Business Review (Customer Experience section)
- McKinsey Customer Experience Insights

17. Stage 2 Module Specifications

Module Title	Research Proposal		
Module Code	M08001	Level	7
Module Type	Taught	Credits	20
Notional Learning Hours	200 total hours <ul style="list-style-type: none"> • Lectures/seminars/workshops: 30 hours • Independent reading: 80 hours • Assessment preparation: 60 hours • Online activities/discussion: 30 hours 		
<p>Rationale for the module and its links with other modules:</p> <p>This module prepares learners to design a robust and academically rigorous research project aligned to their MBA programme. It builds on the strategic, analytical and professional capabilities developed during Stage 1 and provides the foundation for the Management Investigation (Capstone Project) (M08002).</p> <p>The module develops advanced understanding of applied business and management research, analytical approaches and ethical considerations relevant to contemporary organisational environments. Learners will critically evaluate research methodologies and develop a structured proposal addressing a complex managerial, strategic or organisational issue within their chosen programme area.</p>			
<p>Module Aims:</p> <ul style="list-style-type: none"> • To develop critical and applied understanding of research design and methodology within business and management disciplines • To enable learners to formulate robust, feasible and academically rigorous research proposals • To prepare learners to undertake independent applied research addressing complex organisational and strategic challenges 			
<p>Pre-requisite modules or specified entry requirements:</p> <p>Successful completion of a relevant Level 7 Postgraduate Diploma (120 credits) in a cognate subject area aligned to the MBA programme.</p>			
<p>Is the module compensatable?</p> <p>No</p>			
<p>Are there any PSRB requirements regarding the module?</p> <p>No</p>			

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate research philosophies, methodologies and methods relevant to applied business and management research (*PLO A5, A6*).
- A2: Demonstrate critical understanding of ethical considerations, governance and research design principles within organisational and strategic contexts (*PLO A6*).

Programme Learning Outcomes (PLOs) this maps against: A5, A6.

B. Cognitive Skills

- B1: Formulate clear research questions and objectives grounded in complex managerial, strategic or organisational issues (*PLO B4, B5*).
- B2: Critically evaluate alternative research designs and justify appropriate methodological choices within business and managerial contexts (*PLO B5*).

Programme Learning Outcomes (PLOs) this maps against: B4, B5.

C. Practical and Professional Skills

- C1: Develop a structured research proposal including literature review, methodology and data collection plan (*PLO C4, C5*).
- C2: Apply appropriate academic, professional and strategic conventions in proposal writing and research planning (*PLO C5*).

Programme Learning Outcomes (PLOs) this maps against: C4, C5.

D. Key Transferable Skills

- D1: Communicate research ideas, strategic concepts and project proposals clearly to academic and professional audiences (*PLO D4*).
- D2: Demonstrate self-direction and project planning skills in preparing for an extended research investigation (*PLO D5*).

Programme Learning Outcomes (PLOs) this maps against: D4, D5.

Indicative Content:

- Research philosophy and paradigms
- Qualitative, quantitative and mixed research methods
- Literature review and critical synthesis
- Research question formulation
- Research design and methodology selection
- Sampling strategies and data collection methods
- Data analysis planning and interpretation
- Ethics, governance and integrity in business and management research
- Proposal structure and academic writing

Teaching and Learning Strategy:

- Lectures and research methods workshops
- Proposal development seminars
- Guided independent study
- Peer review and feedback
- Supervisor support

Assessment Strategy:

To pass this module, learners must demonstrate the ability to design a coherent, feasible and academically rigorous research proposal aligned to their specialist programme area.

Assessment Task	Weighting	Submission Timing	Module Learning Outcomes Mapped
Research Proposal (3,000 words)	100%	End of Module	A5, A6, B4, B5, C4, C5, D4, D5

Key Reading List:

Author	Year	Title	Publisher
Saunders, M., Lewis, P. & Thornhill, A.	2019	Research Methods for Business Students (8th ed.)	Pearson
Bell, E., Bryman, A. & Harley, B.	2022	Business Research Methods (6th ed.)	Oxford University Press
Easterby-Smith, M., Jaspersen, L.J., Thorpe, R. & Valizade, D.	2021	Management and Business Research (7th ed.)	Sage
Creswell, J.W. & Creswell, J.D.	2018	Research Design: Qualitative, Quantitative and Mixed Methods Approaches (5th ed.)	Sage

Other Indicative Sources

- Harvard Business Review (research and methodology articles)
- Emerald Insight (www.emerald.com)
- Sage Research Methods (methods database)
- UK Data Service (ukdataservice.ac.uk)
- Relevant academic journals within business and management disciplines

Module Title	Management Investigation (Capstone Project)		
Module Code	M08002	Level	7
Module Type	Independent Study	Credits	40
Notional Learning Hours	400 total hours <ul style="list-style-type: none"> • Supervision: 20 hours • Independent reading: 250 hours • Analysis and writing: 100 hours • Reflection and revision: 30 hours 		
Rationale for the module and its links with other modules:			
<p>This module represents the culmination of the MBA programme. It enables learners to integrate knowledge and professional capabilities developed throughout Stage 1 and Stage 2, applying research, strategic analysis and evidence-based approaches to a complex organisational, managerial or business challenge within their chosen programme area.</p> <p>The module builds upon the Research Proposal module (M08001) and supports the development of independent research capability, strategic thinking and evidence-based problem-solving within contemporary business and organisational contexts.</p>			
Module Aims:			
<ul style="list-style-type: none"> • To enable learners to conduct a substantial independent applied research project addressing complex organisational, managerial or strategic challenges • To integrate theory, research and professional practice in a coherent and critical manner • To develop strategically appropriate, evidence-based and professionally relevant solutions and recommendations 			
Pre-requisite modules or specified entry requirements:			
Successful completion of Research Proposal (M08001) and a relevant Level 7 Postgraduate Diploma (120 credits) in a cognate subject area aligned to the MBA programme.			
Is the module compensatable?			
No			
Are there any PSRB requirements regarding the module?			
No			

Module Learning Outcomes (MLOs):

A. Knowledge and Understanding

- A1: Critically evaluate and apply advanced business, management and leadership theories, strategic frameworks and analytical approaches to complex organisational issues (*PLO A5*).
- A2: Demonstrate in-depth understanding of applied research methods, analytical techniques and ethical considerations within business and management research (*PLO A6*).

Programme Learning Outcomes (PLOs) this maps against: A5, A6.

B. Cognitive Skills

- B1: Critically analyse complex organisational and strategic problems using evidence-based reasoning and advanced analytical approaches (*PLO B4, B5*).
- B2: Synthesise theoretical, managerial and empirical findings to generate integrated, innovative and strategically appropriate solutions (*PLO B5*).

Programme Learning Outcomes (PLOs) this maps against: B4, B5.

C. Practical and Professional Skills

- C1: Conduct an independent applied research project, including organisational investigation, data collection, analysis and interpretation (*PLO C4*).
- C2: Develop evidence-based strategic solutions or recommendations addressing complex organisational or managerial challenges (*PLO C5*).

Programme Learning Outcomes (PLOs) this maps against: C4, C5.

D. Key Transferable Skills

- D1: Communicate complex strategic, managerial and research findings effectively to academic and professional audiences (*PLO D4*).
- D2: Demonstrate autonomy, reflective practice and professional judgement in managing a substantial independent project (*PLO D5*).

Programme Learning Outcomes (PLOs) this maps against: D4, D5.

Indicative Content:

- Applied research in business and organisational contexts
- Organisational investigation and strategic analysis
- Data collection and analytical techniques
- Integration of interdisciplinary and specialist knowledge
- Development of strategic solutions and recommendations
- Reflection and evaluation of research outcomes
- Ethics, governance and integrity in business and management research
- Linking research findings to organisational and strategic impact

Teaching and Learning Strategy:

- One-to-one supervision
- Research mentoring
- Independent study
- Progress reviews and formative feedback

Assessment Strategy:

To pass this module, learners must demonstrate the ability to conduct independent applied research and translate findings into strategically appropriate and evidence-based solutions or recommendations.

Assessment Task	Weighting	Submission Timing	Module Learning Outcomes Mapped
Management Investigation (Capstone Project) Report (8,000–10,000 words)	100%	End of programme	A5, A6, B4, B5, C4, C5, D4, D5

Key Reading List:

Author	Year	Title	Publisher
Saunders, M., Lewis, P. & Thornhill, A.	2019	Research Methods for Business Students (8th ed.)	Pearson
Easterby-Smith, M., Jaspersen, L.J., Thorpe, R. & Valizade, D.	2021	Management and Business Research (7th ed.)	Sage
Yin, R.K.	2018	Case Study Research and Applications: Design and Methods (6th ed.)	Sage
Bell, E., Bryman, A. & Harley, B.	2022	Business Research Methods (6th ed.)	Oxford University Press
Gray, D.E.	2022	Doing Research in the Real World (5th ed.)	Sage

Other Indicative Sources

- Harvard Business Review (strategy, applied research)
- McKinsey Insights (www.mckinsey.com)
- Deloitte Insights (www.deloitte.com)
- Statista
- Relevant academic journals within business and management disciplines

Appendix 1: Programme Learning Outcomes Mapping

The Master of Business Administration (Hospitality Management) comprises a Stage 1 Postgraduate Diploma in Hospitality Management (PGDHM) (120 credits) followed by a Stage 2 MBA research stage (60 credits).

The following tables indicate which study modules assume responsibility for delivering (shaded) and assessing (✓) the relevant programme learning outcomes.

Stage 1: Postgraduate Diploma in Hospitality Management (PGDHM)

Study Module	Programme Learning Outcomes (PLOs)													Available as single registerable module?
	Knowledge & Understanding				Cognitive Skills			Practical & Professional Skills			Key Transferable Skills			
	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3	
Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Leadership and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Yes
Advanced Business Research Methods	✓	✓		✓	✓	✓				✓	✓		✓	Yes
Financial Management and Decision Making	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		Yes
Global Business Strategy and Sustainability		✓	✓		✓	✓		✓	✓		✓	✓		Yes
Hospitality Operations Management	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓		Yes
Digital Innovation in Hospitality	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	Yes
Customer Experience and Service Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	Yes

Stage 2: MBA Research Stage (60 credits)

Study Module	Programme Learning Outcomes (PLOs)								Available as an individually registerable module?
	Knowledge & Understanding		Cognitive Skills		Practical & Professional Skills		Key Transferable Skills		
	A5	A6	B4	B5	C4	C5	D4	D5	
M08001: Research Proposal	✓	✓	✓	✓	✓	✓	✓	✓	Yes
M08002: Management Investigation (Capstone Project)	✓	✓	✓	✓	✓	✓	✓	✓	No