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**CTH LEVEL 7 EXECUTIVE  
DIPLOMA IN  
INTERNATIONAL HOTEL  
MANAGEMENT  
(OFQUAL - 601/1506/3)**

**QUALIFICATION  
SPECIFICATION**

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**AUGUST 2017**

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## INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the CTH Level 7 Executive Diploma in International Hotel Management.

This document includes the learning outcomes, assessment criteria and indicative content for each unit. In this document, there is guidance relating to learning, teaching and assessment strategies for these qualifications and an explanation of the assessment quality assurance processes.

### Aims of the qualification

The aims are to provide a qualification that:

- develop skills of leadership through hospitality and hotel management education.
- combine general management elements with International hospitality management thus providing a holistic approach to modern hospitality education.
- enhance decision making ability and boost self-confidence through excellence.
- provide general hotel management experience concentrating on the dissemination of senior management experiences.
- provide a learning experience that is informed by research, scholarship, reflective practice and engagement with industry and the professions.

### Entry requirements

The entry requirements below are intended for guidance only as applicants may apply with a wide variety of backgrounds and qualifications.

CTH accredited centres will assess all applicants to ensure they are able to meet the demands of the course.

Applicant profile	Recommended entry requirements
CTH students and Associate Members Applicants from other regulated awarding organisations Hospitality/Tourism/Business Management graduates with a Bachelor's degree with Honours from UK institution	<ul style="list-style-type: none"> <li>• CTH or other regulated vocational qualification at a level appropriate for the level of the qualification applied for (ie Level 7)</li> </ul> or <ul style="list-style-type: none"> <li>• Minimum of a Bachelor's degree with Honours or Masters in hospitality, tourism or business management from a UK-registered university or equivalent</li> </ul> and <ul style="list-style-type: none"> <li>• Minimum IELTS 6.0 or other evidence of competence in English at this level</li> </ul>

<p>Hospitality/Tourism/Business Management graduates with a Bachelor's degree with Honours or equivalent from a non-UK educational institution</p>	<ul style="list-style-type: none"> <li>• Evidence of equivalence of qualification to a UK hospitality and/or tourism and/or business management Bachelor's degree with Honours, Master's degree or equivalents (ie Level 6 or 7). Equivalence to be evaluated through NARIC</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>• Minimum IELTS 6.0 or other evidence of competence in English at this level</li> </ul>
<p>Graduates from non-related fields or non-graduates with substantial hospitality and/or tourism work experience</p>	<ul style="list-style-type: none"> <li>• Evidence of at least five years' work experience in the hospitality and/or tourism industry at a recognised management level or above</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>• Minimum IELTS 6.0 or other evidence of competence in English at this level</li> </ul>

### Qualification structure (rules of combination)

This vocational qualification is approved by Ofqual and is included on the Register of Regulated Qualifications.

The qualification is at Level 7 and designed to be 140 credits. The qualification conforms to the relevant level descriptors as developed by Ofqual. One credit represents ten hours of study at any specified level, therefore, this Diploma normally requires programmes of study that have been designed to include a minimum of 420 learning hours. This figure includes but is not limited to formal classes, self-study, revision and assessment. However, students completing this qualification should also be able to demonstrate their ability as independent students.

The credit values and unit structures for the qualification are set out in the following table.

The qualification structure is below, please note all units are mandatory.

## CTH Level 7 Executive Diploma in International Hotel Management Qualification Specification

CTH Level 7 Executive Diploma in International Hotel Management – 601/1506/3						
Candidates must achieve:						
<ul style="list-style-type: none"> <li>all 12 Mandatory units, providing 140 credits</li> </ul> ie a total of 140 credits all at level 7						
<b>Min credit (Mandatory units): 140</b>				<b>Max credit (Mandatory units): 140</b>		
<b>Min credit (Optional units): 140</b>				<b>Max credit (Optional units): 140</b>		
<b>Min GLH for qualification: 420</b>				<b>Max GLH for qualification: 420</b>		
Unit Code	Unit title	L	CV	GLH	Ofqual no.	Assessment method
RMB	Research Methods for Business	7	20	60	D/505/6613	Assignment 100%
HRAC	Human Resources Across Cultures	7	10	30	H/505/6614	
FMA	Financial Management and Accounting	7	20	60	K/505/6615	
ISM	International Strategic Management	7	10	30	M/505/6616	
ELH	Entrepreneurship and Leadership in Hospitality	7	10	30	T/505/6617	
IEM	International Event Management	7	10	30	A/505/6618	
EM	Economics in Management	7	10	30	F/505/6619	
EBMH	E-Business and Marketing for Hospitality	7	10	30	T/505/6620	
HRYM	Hotel Revenue & Yield Management	7	10	30	A/505/6621	
IHMO	International Hotel Management and Operations	7	10	30	L/505/6624	
QMSSH	Quality Management Systems for Services in Hospitality	7	10	30	F/505/6653	
REM	Real Estate Management	7	10	30	A/505/6666	
<b>Total</b>			<b>140</b>	<b>420</b>		

Further details of articulation agreements with universities can be obtained via the CTH website at: <http://www.cthawards.com>

## ASSESSMENT

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Given the broad and highly varied nature of the tourism and hospitality business, students need to demonstrate their higher-level skills and qualities specified in the learning outcomes within a heterogeneous vocational context where investigative assignments and presentations are more appropriate.

Assessment of students' work will be carried out by a range of methods including assignment and presentations. Students' work will be measured against the specified learning outcomes and assessment criteria of each unit. Mark schemes are provided for each unit and grading criteria are set out below to assist assessors in allocating marks.

See Appendix A for specimen assessment materials.

### Grading criteria

Individual units can be graded either as fail, pass, merit or distinction. However, the qualification is not subject to grading. The qualification is either achieved or not achieved.

In terms of certification, this means that students will receive a transcript of their results showing the grades for each unit successfully completed, plus the Diploma that recognises their level of achievement. Note that the Diploma does not allocate a grade.

The following table explains the generic grading criteria that should be used by centres in conjunction with the unit mark sheets to assess all students' work.

## GRADING CRITERIA

Level 7	Students who fail:	To achieve a pass, students must:	To achieve a merit grade (60% to 79%) students must:	To achieve a distinction grade (80%+) students must:
	<ul style="list-style-type: none"> <li>• have major weaknesses or have not fulfilled the CTH academic regulations</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• exhibit good critical analysis and evaluation</li> <li>• exhibit good understanding of current research, knowledge and issues in the area of study</li> <li>• demonstrate significant originality with very clear ideas</li> <li>• apply theories, principles and concepts beyond the area of study to create insights into complex or conflicting information or situations</li> <li>• show a high level of coherence and logic in drawing conclusions</li> <li>• make substantiated judgements and recommendations in a complex field of study</li> <li>• apply a comprehensive understanding and application of research techniques</li> <li>• make well formulated and fully justified conclusions</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• exhibit high level of critical analysis and evaluation</li> <li>• apply a broad and deep understanding of current research, knowledge and issues in the area of study</li> <li>• exhibit highly original thinking</li> <li>• apply theories, principles and concepts beyond the area of study to create original insights into complex or conflicting information or situations</li> <li>• demonstrate exceptional clarity of complex ideas with excellent coherence and logic in drawing conclusions</li> <li>• make substantiated judgements and recommendations in a complex field of study</li> <li>• apply critical understanding and application of research techniques</li> <li>• make very clearly formulated and fully justified conclusions that are clearly communicated</li> </ul>

## **UNITS OF ASSESSMENT**

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<b>Title</b>	<b>Research Methods for Business</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding research methodologies for assessments and dissertations and being able to evaluate the use of statistical tools for research and applications	
<b>Ofqual ref</b>	D/505/6613	
<b>CTH ref</b>	RMB	
<b>Level</b>	7	
<b>Credit value</b>	20	
<b>GLH</b>	60	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
1. Understand research methodologies for assessments and dissertations	<p>1.1 Identify aims and objectives for assessments and dissertation/research projects</p> <p>1.2 Analyse the characteristics of research methodologies</p> <p>1.3 Evaluate the issues relating to different methods of data collection</p> <p>1.4 Identify ethical requirements of research</p>	<ul style="list-style-type: none"> <li>• Beginning research – Masters’ level dissertations and research projects, choosing an area, developing a title and writing a synopsis, the role of the supervisor, formulating aims and objectives</li> <li>• Research methodology – inductive and deductive approaches, rationale, conceptual and theoretical frameworks, hypotheses, research designs</li> <li>• Primary data collection – qualitative and quantitative sampling, sampling, sampling probability, statistical inference, survey interviews, focus groups, questionnaires and observation</li> <li>• Literature review analysis – validity of sources, critical analysis, citation referencing and</li> </ul>

		<p>collation of secondary data</p> <ul style="list-style-type: none"> <li>• Research philosophies – positivism, phenomenology, epistemology, ontology.</li> <li>• Ethical implications of the research undertaken</li> </ul>
<p>2. Be able to evaluate the use of statistical tools for research and applications</p>	<p>2.1 Identify the research tools that are appropriate for various types of research</p> <p>2.2 Evaluate the use of different forms of manual and computer analysis</p> <p>2.3 Apply report writing conventions to research reports</p>	<ul style="list-style-type: none"> <li>• Qualitative and quantitative research methods: scaling techniques, focus groups, Delphi techniques, projective techniques. The use of interviews in research; interview and observation techniques.</li> <li>• Manual and computer analysis of quantitative information: chi-square tests, t-test, interpretation of qualitative information: an overview concentrating on categorisation; systemic network analysis.</li> <li>• Correlation analysis</li> <li>• Time Series analysis</li> <li>• Presenting the results</li> </ul>

<b>Title</b>	<b>Human Resources Across Cultures</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding how to lead and motivate a workforce across different cultures, and understanding cultural diversity within an organisation.	
<b>Ofqual ref</b>	H/505/6614	
<b>CTH ref</b>	HRAC	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand how to lead and motivate a workforce across different cultures.	1.1 Critically evaluate theories of motivation.  1.2 Compare different leadership styles.  1.3 Compare and analyse different motivation theory models in various cultural settings.  1.4 Recommend HR strategies for organisations operating in different cultures.  1.5 Recommend HR management policies for international organisations.	<ul style="list-style-type: none"> <li>• Motivation and leadership theories.</li> <li>• International trends in Human Resources Management and Services.</li> <li>• Hofsted's Cultural dimensions.</li> <li>• Workforce planning</li> <li>• Recruitment and personnel selection management.</li> <li>• Employee orientation and performance strategies. Train the trainer.</li> <li>• Performance appraisal in services.</li> <li>• Compensation strategies and staff performance evaluation.</li> <li>• International employment in services and its legal environment. HR and Risk assessment.</li> </ul>

<p>2. Understand cultural diversity within an organisation.</p>	<p>2.1. Critically evaluate theories relating to cultural diversity.</p> <p>2.2 Recommend responses to the different needs and expectations of culturally diverse workforce.</p> <p>2.3 Propose techniques for managing and building teams in a culturally diverse workforce.</p> <p>2.4 Provide a framework for international recruitment.</p>	<ul style="list-style-type: none"> <li>• Diversity and cross cultural skill development planning.</li> <li>• Interpersonal and Organisational Communication.</li> <li>• Group work management and working styles.</li> <li>• Host-Guest relationships.</li> <li>• Managing expectations.</li> <li>• Showcasing current best practices in hospitality and services human resources management.</li> <li>• Health and safety in international workplace.</li> <li>• Cross-Cultural business ethics.</li> <li>• International Human Resources.</li> </ul>
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<b>Title</b>	<b>Financial Management and Accounting</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding financial planning techniques and being able to analyse financial accounting information for decision making.	
<b>Ofqual ref</b>	K/505/6615	
<b>CTH ref</b>	FMA	
<b>Level</b>	7	
<b>Credit value</b>	20	
<b>GLH</b>	60	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand financial planning techniques.	1.1 Evaluate the link between financial planning and corporate strategy. 1.2 Critically review the role of finance in supporting strategic thinking. 1.3 Plan an investment portfolio. 1.4 Recommend financial management solutions for organisations.	<ul style="list-style-type: none"> <li>• International financial markets, financial environment, markets and institutions, taxes.</li> <li>• Financial ratios and financial assets.</li> <li>• Risk and rate of return in the Hospitality industry.</li> <li>• Financing decisions and cost of capital.</li> <li>• Strategic decision making and finance.</li> <li>• Portfolio theory.</li> </ul>
2. Be able to analyse financial accounting information for decision making.	2.1 Appraise financial documents 2.2 Demonstrate decision making skills related to financial evaluation. 2.3 Conduct financial performance evaluations for organisations. 2.4 Prepare budgets for planning and control.	<ul style="list-style-type: none"> <li>• Investment appraisal methods.</li> <li>• Financial performance measurement.</li> <li>• Analysis and interpretation of international case studies</li> <li>• Code of ethics for finance.</li> <li>• Budget creation and control.</li> </ul>

<p>3. Understand accounting techniques</p>	<p>3.1 Construct accounting statements</p> <p>3.2. Use in appropriate contexts different accounting systems.</p> <p>3.3. Use costing theories for managerial purposes.</p> <p>3.4. Compare actual costs with standard costs and analyse any variances.</p>	<ul style="list-style-type: none"> <li>• Financial Statement Construction and analysis.</li> <li>• Accounting for management theory.</li> <li>• Accounting Formulas.</li> <li>• Complete accounting cycle.</li> <li>• Inventory Methods</li> <li>• Activity based costing.</li> <li>• Cost accounting.</li> <li>• Capital budgeting and discounted cash flow.</li> <li>• Profitability analysis.</li> </ul>
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<b>Title</b>	<b>International Strategic Management</b>	
<b>Unit purpose and aim(s)</b>	This unit covers being able to evaluate strategic options and develop a strategy for an organisation.	
<b>Ofqual ref</b>	M/505/6616	
<b>CTH ref</b>	ISM	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Be able to evaluate strategic options for organisations.	1.1 Compare and contrast different business unit and corporate level theories. 1.2 Use strategic business theories to evaluate strategic options. 1.3 Evaluate competitive forces related theories in strategy development. 1.4 Select, interpret, review data and synthesise recommendations of a strategic nature, related to a selected firm, organisation or industry sector. 1.5 Recommend strategic restructuring solutions for organisations.	<ul style="list-style-type: none"> <li>• International business environment and strategic challenges.</li> <li>• Theoretical approaches to strategic management.</li> <li>• Competition, external and internal environment analysis.</li> <li>• Strategic management and human resources.</li> <li>• Generic Business Strategies</li> <li>• Corporate level Business Strategies.</li> <li>• Blue Ocean competitiveness strategies, Strategic Canvas.</li> <li>• Strategic restructuring.</li> <li>• Downsizing, downscoping and leveraged buyouts.</li> <li>• Mergers and acquisitions.</li> <li>• Strategic portfolio Management.</li> </ul>
2. Be able to develop a strategy for an organisation.	2.1 Use strategic planning models to formulate a business strategy.	<ul style="list-style-type: none"> <li>• International strategic management case studies, analysis and interpretation.</li> </ul>

	<p>2.2 Critically evaluate the role of ethics in the development of a strategy.</p> <p>2.3 Create culture specific strategies in an international strategic plan.</p> <p>2.4 Analyse areas of potential conflict in the implementation of international business strategy.</p> <p>2.5 Design strategies at international, transnational and global level.</p>	<ul style="list-style-type: none"> <li>• Ethics and socially responsible behaviour in business.</li> <li>• Cross-cultural communication and strategic management.</li> <li>• Globalization and strategic fit.</li> <li>• International expansion strategies.</li> <li>• Management of change.</li> <li>• Keizen, innovation, continuous vs discontinuous improvement.</li> <li>• Case analysis workshop.</li> <li>• Strategy and leadership.</li> <li>• Stakeholders' analysis.</li> <li>• Cost benefit analysis.</li> <li>• Scenario Planning.</li> </ul>
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<b>Title</b>	<b>Entrepreneurship and Leadership in Hospitality</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding concepts associated with leadership, entrepreneurship and innovation in the hospitality and tourism industry, as well as being able to apply relevant entrepreneurship and leadership academic theories in practice.	
<b>Ofqual ref</b>	T/505/6617	
<b>CTH ref</b>	ELH	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand concepts associated with leadership, entrepreneurship and innovation in the hospitality and tourism industry.	1.1. Distinguish the merits and disadvantages of different leadership styles. 1.2. Draw conclusions relative to leadership and management skills of a particular individual or individuals within a particular hospitality organisation. 1.3. Critically analyse the elements of business innovation. 1.4. Assess risks associated with business ownership. 1.5. Distinguish the benefits and disadvantages of different forms of business organisations.	<ul style="list-style-type: none"> <li>• Theoretical perspectives on entrepreneurship and entrepreneurial strategies.</li> <li>• Analysis and evaluation of contemporary leadership theories.</li> <li>• Management literature to inform decisions, draw conclusions, solve problems, and develop strategic development models in contemporary organisations.</li> <li>• Business Innovation strategy implementation.</li> <li>• Start-up processes in hospitality.</li> <li>• Entrepreneurs and management skills.</li> <li>• Sole proprietorship, Partnerships, Corporations, specialized forms of corporations.</li> <li>• SMEs</li> <li>• CSR</li> </ul>

<p>2. Be able to apply relevant entrepreneurship and leadership academic theories in practice.</p>	<p>2.1. Design a new venture business plan for the hospitality industry. 2.2. Integrate financial planning into new project development. 2.3. Conduct a comprehensive competition and market analysis. 2.4. Perform in business simulation conditions. 2.5. Use leadership theories to promote innovation.</p>	<ul style="list-style-type: none"> <li>• Screening venturing opportunities and business plan for new product/ service development in hospitality.</li> <li>• Critique of organisational cases to judge the impact of leadership and management on the success or failure of an organisation.</li> <li>• Business Start-up theory.</li> <li>• Franchising and management contracts.</li> <li>• Business plan creation.</li> <li>• Market statistics analysis.</li> <li>• Implications in international business planning.</li> <li>• Financial Mechanisms for going international.</li> <li>• Small Business Growth.</li> <li>• Hotel business planning</li> <li>• Events business planning.</li> </ul>
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<b>Title</b>	<b>International Events Management</b>	
<b>Unit purpose and aim(s)</b>	This unit covers being able to apply international management principles to the planning, management and evaluation of events. As well as to being able to critically evaluate the factors which influence the success or failure of a range of different types of events.	
<b>Ofqual ref</b>	A/505/6618	
<b>CTH ref</b>	IEM	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
1. Be able to apply international management principles to the planning, management and evaluation of events.	<p>1.1 Critically review key issues and management techniques involved in the planning and operations management of events.</p> <p>1.2 Review and evaluate financial implications of events planning and execution.</p> <p>1.3 Critically analyse risk management issues relating to various events.</p>	<ul style="list-style-type: none"> <li>• The stakeholders, the market sectors</li> <li>• The role of the event organiser.</li> <li>• Financing events</li> <li>• Sponsorships and international events.</li> <li>• Destination marketing and events.</li> <li>• Risk Management in Events.</li> <li>• Managing events in the international environment.</li> <li>• Managing events operations.</li> </ul>
2. Be able to critically evaluate the factors which influence the success or failure of a range of different types of events.	2.1 Analyse key issues and techniques involved in the planning and management of different types of events.	<ul style="list-style-type: none"> <li>• The stakeholders, the market sectors , the role of the event organiser</li> <li>• Issues and logistics</li> <li>• Customisation and Standardisation</li> </ul>

	<p>2.2 Review a development plan for international conference related events.</p>	<ul style="list-style-type: none"><li>• Destination Marketing</li><li>• Destination and Venue Choice</li><li>• Sustainability and events.</li><li>• Organising different events: Culture, sports, fashion, conferences etc.</li><li>• How to promote events to internal delegates</li><li>• Virtual conferences.</li></ul>
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<b>Title</b>	<b>Economics in Management</b>	
<b>Unit purpose and aim(s)</b>	This unit covers Understand the fundamentals of micro and macro economic theory within a managerial context for decision making as well as understanding the forces that shape the external economic environment of a company	
<b>Ofqual ref</b>	F/505/6619	
<b>CTH ref</b>	EM	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand the fundamentals of micro and macro economic theory within a managerial context for decision making.	1.1 Use economic theory to generate testable hypotheses in different business context. 1.2 Recommend decisions in uncertain economic environments. 1.3 Show critical understanding of applications of managerial economics in real business environments. 1.4 Produce managerial recommendations regarding demand forecasts. 1.5 Explain the relationship between price elasticity, demand and revenue.	<ul style="list-style-type: none"> <li>• Competitive markets: demand and supply and market equilibrium.</li> <li>• Elasticity theory.</li> <li>• Theory of the firm and market structures.</li> <li>• The level of overall economic activity.</li> <li>• Aggregate demand and aggregate supply.</li> <li>• Managers, Profits, and Markets.</li> <li>• Economic profit versus accounting profit</li> <li>• Macroeconomic objectives.</li> <li>• Fiscal policy.</li> <li>• Monetary policy.</li> <li>• Supply-side policies.</li> <li>• Demand estimation and forecasting.</li> </ul>
2. Understand the forces that shape the external economic	2.1. Identify and discuss economic issues in published research by	<ul style="list-style-type: none"> <li>• International trade and Exchange rates.</li> <li>• The balance of payments.</li> </ul>

<p>environment of a company</p>	<p>adapting economic reasoning tools to real world problems.</p> <p>2.2 Present business practice topics using an analytical approach and using numerical insight.</p> <p>2.3 Critically review the function of market mechanisms and the interaction among economic agents.</p> <p>2.4 Use game - theory based models to understand oligopoly markets.</p>	<ul style="list-style-type: none"> <li>• Economic integration.</li> <li>• Measuring economic development.</li> <li>• The role of international trade.</li> <li>• The role of foreign direct investment (FDI).</li> <li>• Managerial Decisions in Competitive Markets</li> <li>• Game Theory.</li> </ul>
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<b>Title</b>	<b>E-Business and Marketing for Hospitality</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding the interdependency of marketing and service operations in strategic management as well as the role of e-services marketing and distribution channel relationships.	
<b>Ofqual ref</b>	T/505/6620	
<b>CTH ref</b>	EBMH	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand the interdependency of marketing and service operations in strategic management	1.1 Critically review the different elements of a strategic marketing plan. 1.2 Integrate the particular requirements of services in strategic marketing planning. 1.3 Critically review the role of servicescape modelling in experience design for hotel marketing purposes. 1.4. Develop plans to implement marketing programs in hospitality companies. 1.5 Provide recommendations for a quality customer experience and the promotion of customer loyalty.	<ul style="list-style-type: none"> <li>• Integration of marketing and service operations.</li> <li>• Strategic services marketing in hospitality.</li> <li>• Relationship marketing management concepts.</li> <li>• Services marketing mix polices/strategies, influence of relationship marketing through intermediaries/supply networks, alliances, sales networks, collaboration/ partnerships, consortia in promotion planning and selling.</li> <li>• Servicescape theory.</li> <li>• Hotel branding and marketing management.</li> <li>• Customer loyalty in hospitality.</li> </ul>
2. Understand the role of e-services marketing and	2.1. Demonstrate in depth understanding of	<ul style="list-style-type: none"> <li>• E-commerce management and</li> </ul>

<p>distribution channel relationships.</p>	<p>the impact of the internet on a company marketing strategy.</p> <p>2.2 Use contemporary technological tools in the context of designing a marketing plan.</p> <p>2.3 Recommend appropriate e-distribution channels for the hospitality sector.</p> <p>2.4 Recommend marketing applications promotion plans for the hotel industry.</p> <p>2.5 Develop plans for customer retention through CRM.</p>	<p>contemporary hospitality issues.</p> <ul style="list-style-type: none"> <li>• Competing as a service firm, building relationships, managing 'B2B' &amp; 'B2C' networks, e-networking and distribution systems.</li> <li>• Data mining, data warehousing and consumer behaviour.</li> <li>• Moving to e-business, e-business trends, e-business patterns, e-business transformation, e-marketing through Web.</li> <li>• Facilitating services: managing 'place' via applications &amp; impacts on key service sectors-e-intermediaries.</li> <li>• M-commerce and cloud computing applications.</li> <li>• Marketing through app stores.</li> <li>• Customer relationship management (CRM).</li> </ul>
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<b>Title</b>	<b>Hotel Revenue and Yield Management</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding strategic implications of revenue management and how they can be organised to increase sustainable revenue streams as well as being able to evaluate the cost structure of various hospitality businesses	
<b>Ofqual ref</b>	A/505/6621	
<b>CTH ref</b>	HRYM	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand strategic implications of revenue management and how they can be organised to increase sustainable revenue streams	1.1 Critically review the role of revenue management strategies in a hotels' profitability. 1.2 Design variable pricing strategies to increase revenue in a hotel. 1.3 Develop a hotel revenue management program. 1.4 Critically review key revenue components of managing food and beverage departments in hotels. 1.5 Integrate revenue management into a hospitality organisation.	<ul style="list-style-type: none"> <li>• Revenue Management principles.</li> <li>• Strategic Pricing.</li> <li>• Revenue Optimization</li> <li>• Electronic distribution channels.</li> <li>• Evaluation of Revenue Management Efforts in lodging.</li> <li>• Evaluation of Revenue Management Efforts in Food and Beverage Services.</li> <li>• Specialized Applications of Revenue Management.</li> <li>• Yield management and hotel reservations.</li> <li>• Data usage and statistics in Hotels.</li> </ul>
2. Be able to evaluate the cost structure of various hospitality businesses	2.1. Demonstrate a full understanding of hotel revenue risk management issues. 2.2 Analyse staffing	<ul style="list-style-type: none"> <li>• Value creation through strategic pricing.</li> <li>• Relationship between pricing, quality and service delivery.</li> <li>• Differential Pricing.</li> </ul>

	<p>issues and labour cost control tools for various hotel departments.</p> <p>2.3 Derive and compute price-demand relationship, optimal prices and revenues.</p> <p>2.4 Develop, apply, and defend different types of forecast scenarios.</p> <p>2.5 Design inventory controls and explain how they impact a hotel's revenue performance.</p>	<ul style="list-style-type: none"> <li>• Forecasting Demand and strategic pricing.</li> <li>• Inventory and Price Management.</li> <li>• Distribution Channel Management.</li> <li>• Inventory management.</li> </ul>
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<b>Title</b>	<b>International Hotel Management and Operations</b>	
<b>Unit purpose and aim(s)</b>	This unit covers being able to evaluate the managerial implications of the relationship between different hotel departments Understanding the hotel design factors that impact on operations, and the impact of current technologies used in the hotel industry.	
<b>Ofqual ref</b>	L/505/6624	
<b>CTH ref</b>	IHMO	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Be able to evaluate the managerial implications of the relationship between different hotel departments	<p>1.1 Distinguish the elements of different departments of a hotel.</p> <p>1.2 Critically review the managerial implications of the guest cycle.</p> <p>1.3 Demonstrate an understanding of basic organisational structure issues in a hotel.</p> <p>1.4 Critically review the functions performed by Front office, Food and Beverage, Housekeeping and Marketing hotel departments.</p> <p>1.5 Review the various booking channels and their impact on costs and revenues.</p>	<ul style="list-style-type: none"> <li>• The new hotel development process.</li> <li>• Differences in the lodging industry.</li> <li>• Hotel specific organisational design and culture.</li> <li>• Front office management operations. An international perspective.</li> <li>• Reservations management and forecasting sales.</li> <li>• Housekeeping planning and management.</li> <li>• Managing risk and security in hotels.</li> <li>• Food and Beverage management in Hotels.</li> <li>• The organisation and Management of Hotel beverage operations.</li> <li>• Hotel sales organisation and operations.</li> <li>• Hotel Budgeting and forecasting.</li> <li>• Hotel Purchasing.</li> </ul>

<p>2. Understand the hotel design factors that impact on operations</p>	<p>2.1. Recognise the managerial implications posed by different types of hotels (ie resort vs city hotels) and recommend different design solutions.</p> <p>2.2 Analyse the basics of the hotel engineering and maintenance department.</p> <p>2.3 Analyse facilities design in the hotel context.</p> <p>2.4 Recognise the role of hotel design in service delivery productivity and the and ultimately profitability.</p>	<ul style="list-style-type: none"> <li>• Co-branding in hotels and restaurants.</li> <li>• Contemporary hotel catering design.</li> <li>• Hotel operations and facilities management.</li> <li>• Lodging and planning design.</li> <li>• Built environment and hotels.</li> <li>• Food service planning and design.</li> <li>• Hotel renovation.</li> </ul>
<p>3. Understand the impact of current technologies used in hotel industry</p>	<p>3.1. Review different property management systems.</p> <p>3.2. Suggest and develop solutions for ICTs in hotels.</p> <p>3.3 Create added value when employing ICT for information processing in tourist companies</p>	<ul style="list-style-type: none"> <li>• Property management systems.</li> <li>• Data mining for decision making in hotel services.</li> <li>• Information management.</li> <li>• ICTs and organisational learning.</li> <li>• ICT maintenance.</li> </ul>

<b>Title</b>	<b>Quality Management Systems for Services in Hospitality</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding how quality management systems are used in the context of a hospitality firm as well as the peculiarities of implementation, certification and the audit of quality management systems.	
<b>Ofqual ref</b>	F/505/6653	
<b>CTH ref</b>	QMSSH	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand how quality management systems are used in the context of a hospitality firm.	1.1 Critically analyse and improve the service delivery system of a hospitality organisation. 1.2 Apply total quality management principles for service quality enhancement. 1.3 Align service operations with quality management systems. 1.4 Recommend HR practices in line with quality management system requirements.	<ul style="list-style-type: none"> <li>• Overview, Concepts, Definition of quality management.</li> <li>• Issues and Challenges of Quality.</li> <li>• The Design of Services Processes &amp; Layout.</li> <li>• Service Quality and Human Resource.</li> <li>• Service Quality and Food and Beverage.</li> <li>• Quality as a Management Framework.</li> </ul>
2. Understand the peculiarities of implementation, certification and the audit of quality management systems.	2.1. Develop a service management system that will deliver consistently high service excellence. 2.2 Investigate commercial applications for quality management certifications.	<ul style="list-style-type: none"> <li>• Operations improvement, failure prevention &amp; service recovery.</li> <li>• Quality Planning and control &amp; Total Quality Management (TQM) in the hospitality industry.</li> <li>• Project management for</li> </ul>

	<p>2.3 Propose appropriate quality management systems for Hotels.</p> <p>2.4 Analyse quality systems in diverse cultural environments.</p>	<p>Quality Management implementation.</p> <ul style="list-style-type: none"><li>• ISO, HACCP, Six Sigma etc.</li><li>• International Quality Management.</li></ul>
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<b>Title</b>	<b>Real Estate Management</b>	
<b>Unit purpose and aim(s)</b>	This unit covers understanding the workings and differences in property management in hotel and tourism related companies as well as the international market forces with regards to property management.	
<b>Ofqual ref</b>	A/505/6666	
<b>CTH ref</b>	REM	
<b>Level</b>	7	
<b>Credit value</b>	10	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand the workings and differences in property management in hotel and tourism related companies.	1.1 Investigate the differences in managing different property types in an international setting 1.2 Perform decision making processes as part of property management strategies for hospitality and tourism related firms. 1.3 Evaluate potential business development opportunities through real estate management. 1.4 Describe variables influencing real estate markets.	<ul style="list-style-type: none"> <li>• Property Management principles.</li> <li>• Economy - Property Management plans &amp; relationships with owners.</li> <li>• Managing Leases, Maintenance – construction.</li> <li>• International law and property management.</li> <li>• Real estate investment portfolio management in the hospitality industry.</li> <li>• Estate and hotel property maintenance.</li> </ul>
2. Understand the international market forces with regards to property management.	2.1. Define real estate markets and market participants. 2.2 Analyse the variables influencing real estate market prices.	<ul style="list-style-type: none"> <li>• Real estate and stakeholder management.</li> <li>• Marketing for real estate.</li> <li>• Agents and real estate management.</li> </ul>

	<p>2.3 Analyse the management of the promotion of real estate in the hotel industry.</p> <p>2.4 Analyse sources for information about real estate markets and different types of properties.</p>	<ul style="list-style-type: none"><li>• Law frameworks governing real estate.</li><li>• Hotel real estate market characteristics.</li></ul>
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## **APPENDIX A – SPECIMEN ASSESSMENT MATERIALS**

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### 1. Sample assignment

**Research Methods for Business  
(D/505/6613)**

<b>Assessment methodology</b>
<b>Assignment</b>

## Research Methods for Business (RMB)

### Assignment Instructions

<b>Unit title</b>	<b>Research Methods for Business</b>
<b>Ofqual number</b>	<b>D/505/6613</b>
<b>Credit value</b>	<b>20</b>
<b>Level</b>	<b>7</b>

This unit must be assessed by assignment.

### Assignment instructions

Candidates must base their assignments on their own working practice in their place of work or in an organisation that is known to them. They must show their knowledge and understanding of the unit of assessment and any recommended reading.

### Assignments must:

- include evidence that shows that the candidate meets all the Learning Outcomes and Assessment Criteria of the unit;
- include a brief introduction to the assignment;
- include an analysis and evaluation of the topic they discuss and facts should be used to support conclusions and recommendations;
- make clear connections between theory and practice;
- provide a demonstration of the practical application of theory in the workplace;
- cite references in accordance with the Harvard System;
- be presented in report format;
- be within 10% of the required word count;
- may include additional information (e.g. working notes and calculations) which should be added as supplementary appendices to the report.

One electronic and one paper copy of the final assignment report should be submitted. This should include a front cover page with the student's and tutor's declaration.

### **Assignment Task – Research Methods for Business**

Students are required to select an organisation in the international hotel industry and prepare a 5,000 word report discussing research methodologies for assessments and dissertations and statistical tools for research and applications.

The organisation should be researched with particular reference to the following areas:

- Research methodologies for assessments and dissertations
- Statistical tools for research and applications

### **Outline**

Students are required to conduct relevant and adequate primary and secondary research on the chosen organisation. The student should ideally be able to visit the selected organisations.

Students should include a brief introduction to the organisation they have selected in terms of the size, customers, services, products and future plans.

The following areas should be supported by examples quoted from the selected organisations:

How to conduct research methodologies for assessments and dissertations

- Analysis of characteristics of research methodologies as well as aims and objectives for assessments and dissertation/research projects
- Evaluation of methods of data collection and its issues
- Identifying of ethical requirement of research

Evaluation of statistical tools for research and applications

- Recognition of research tools for various types of research
- Evaluation of different forms of manual and computer analysis
- Application of report writing conventions to research report

Students should demonstrate the application of theory and knowledge to their chosen organisations and ensure they have addressed the assessment criteria for the unit.

The analysis should be concluded with detailed and well-justified recommendations; relevant examples can also be quoted. The secondary research undertaken should be appended to this assignment.

**Assignment task**

<b>Task instructions</b>		
<b>Task – Research Methods for Business – 100%</b>		
Candidates must show that they meet the Learning Outcomes (LOs) and Assessment Criteria (AC) of the unit of assessment. Therefore, consideration will be given to whether candidates achieved the following:		
<b>Assessment criteria</b>	<b>LO/AC ref</b>	<b>Marks</b>
1 Understanding research methodologies for assessments and dissertations by analysing characteristics of research methodologies as well as aims and objectives for assessments and dissertation/research projects, methods of data collection and its issues, and identifying of ethical requirements of research	LO1, 1.1, 1.2, 1.3, 1.4	50
2 Examining statistical tools for research and applications by evaluating and recognising tools for various types of research, different forms of manual and computer analysis and application of report writing conventions to research reports	LO2, 2.1, 2.2, 2.3	50
<b>The word count is 5,000 words</b>		

**Research Methods for Business**

**Assignment check list**

<b>DOCUMENTS TO ATTACH TO MARK SHEET. Please indicate below if the following documents are attached.</b>	<b>YES</b>	<b>NO</b>
Note: all documents should contain the student ID number, unit title and date of submission clearly on all pages		
Front cover page of project with student and tutor declaration		
Written project report (one hard copy and one electronic copy)		
Work evidence (cross-reference to Los and AC)		
Tutorial progress record/s		
Please use box to list any other documents that are attached to this mark sheet		

**I hereby confirm that this student produced a valid CTH membership card and appropriate photographic identification (e.g. passport, national ID, driving licence or college ID card) during the registration process.**

**Tutor signature:**

**Date:**

**Research Methods for Business**

**Assignment**

<b>Candidate Name</b>	
<b>CTH Number</b>	

Task	LO/AC	Marks	Internal marking			CTH final moderated mark
			1 <sup>st</sup> marker (marks)	Internal moderator (marks)	Agreed mark	Agreed grade
1. Research Methods for Business	1.1, 1.2, 1.3, 1.4 Understanding research methodologies for assessments and dissertations by analysing characteristics of research methodologies as well as aims and objectives for assessments and dissertation/research projects, methods of data collection and its issues, and identifying of ethical requirements of research	<b>50</b>				
	2.1, 2.2, 2.3 Examining statistical tools for research and applications by evaluating and recognising tools for various types of research, different forms of manual and computer analysis and application of report writing conventions to research reports	<b>50</b>				
<b>Total marks</b>		<b>100</b>				

**Research Methods for Business**

**Assignment**

First internal marker comments:

Signature:

Name:

Date:

Internal verifier comments:

Signature:

Name:

Date:

Note: This section should be used by assessors to record their summative feedback ie the strengths and weaknesses of the assessed work

CTH verifier comments:

Signature:

Name:

Date:



## APPENDIX B – RECOMMENDED READING

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Saunders, M; Thornhill, A and Lewis, P (2012), Research Methods for Business Students, Pearson Education Limited, 6th Edition

### **Additional resource materials**

Alreck, P and Settle, R (2003) The Survey Research Handbook, Richard Irwin Inc, 3rd Edition.

Bell, J. (2010) Doing Your Research Project, Milton Keynes: Open University Press, 5th Ed

Brotherton, B, (1999) The Handbook of Contemporary Hospitality Management Research, Chichester: Wiley

Clark, M, Riley, M, Wilkie, E and Wood, R C (1998) Researching and Writing Dissertations in Hospitality and Tourism, London: ITBP

Denscombe, M (2010) The Good Research Guide: for small-scale social research projects, Open University Press: 4th edition.

Denzin, N and Lincoln, Y (2010) The SAGE Handbook of Qualitative Research, London: Sage

Seidman, I (2012) Interviewing As Qualitative Research: A Guide for Researchers in Education and the Social Sciences, Teachers College, 4th edition.

Veal, AJ (2011) Research Methods for Leisure and Tourism: A practical guide, Pearson Education Limited, 4th Edition.

### **Journals**

[www.sciencedirect.com](http://www.sciencedirect.com)

<http://www.emeraldinsight.com/>

[www.mintel.com](http://www.mintel.com)

Annals of Tourism Research

International Journal of Hospitality Management

Journal of Hospitality and Tourism Research

Journal of Tourism Management

The Service Industries Journal

Procedia - Social and Behavioral Sciences

Journal of Economic Behavior & Organisation

Bratton, J and Gold, J (2012) Human Resource Management: Theory and Practice, Publisher: Palgrave Macmillan; 5th ed.

### **Additional resource materials**

Armstrong, S and Mitchell, B (2008) The Essential HR Handbook: A Quick and Handy Resource for Any Manager or HR Professional, Career Press

Berman, E et al (2012) Human Resource Management in Public Service: Paradoxes, Processes, and Problems, SAGE Publications, Inc; 4th edition.

Carr-Ruffino, N (1999) Diversity Success Strategies, Oxford: Butterworth-Heinemann

Dowling, P. J; Schuler, R. S; and Welch, D. E (1999) International HRM, (3rd Edition) London, UK: International Thompson Publishing

Eunju Suh, Joseph J. West and Jaeuk (2012) Shin Important competency requirements for managers in the hospitality industry, Journal of Hospitality, Leisure, Sport & Tourism Education, Volume 11, Issue 2, pp 101-112

Hoffman, S M; Johnson, C and Lefever, M M (2000) International Human Resource Management in the Hospitality Industry, Lansing: Educational Institute of the American Hotel and Motel Association

Hoque, K (2000) Human Resource Management in the Hotel Industry: Strategy, innovation and performance, London: Routledge

Korczynski, M (2002) Human Resource Management in Service Work, Basingstoke: Palgrave

Lashley, C and Lee-Ross, D (2003) Organisation Behaviour for Leisure Services, Oxford: Butterworth Heinemann

McKenna, E and Beech, N (2002) Human Resource Management: A Concise Approach, London: Pitman

Noe, R et al (2012) Human Resource Management, McGraw-Hill/Irwin; 8th edition

Riley, M (1996) Human Resource Management in the Hospitality and Tourism Industry, Oxford: Butterworth Heinemann, 2nd edition

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Journal of Economic Behavior & Organisation

Atrill, P (2011) Financial Management for Decision Makers, Financial Times/ Prentice Hall; 6th edition.

### **Additional resource materials**

Allen, S (2012) Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk, Wiley Publications.

Cathy, B (2007) Is there a future for Hotel financial controllers, International Journal of Hospitality Management, Vol 26, pp 161-174

Damitio W, Andrew, and Schmidgall, R (2007) Financial Management for the Hospitality Industry, Pearson Prentice Hall, Upper Saddle River, NJ

Drury, C (1998) Management Accounting for Business Decisions, London: ITBP.

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Lawton, P and Jankowski, T (2009) Investment Performance Measurement: Evaluating and Presenting Results, Wiley Publications.

Pike, R and Neale, B (2006) Corporate Finance and Investment: Decisions and Strategies, London: Pearson.

Snopek, L (2012) The Complete Guide to Portfolio Construction and Management, Wiley Publications.

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De Wit, B and Meyer, R (2010) Strategy: Process, Content and Context: an international perspective, 4th edition, London: Thompson Learning

### **Additional resource materials**

Abratea, G. Fraquellia, G and Viglia, G (2012) Dynamic pricing strategies: Evidence from European hotels, International Journal of Hospitality Management, Vol 3, pp 160–168

Blal, G, I (2011) The role of middle management in the execution of expansion strategies: The case of developers' selection of hotel projects, International Journal of Hospitality Management, Vol 30, Issue 2, pp 272-282

Cunhill, M.O. (2006) The Growth Strategies of Hotel Chains, The Haworth Hospitality Press

Go, F.M. & Pine, R. (1995) Globalization Strategy in the Hotel Industry, Routledge.

Nykiel, R.A., (2005) Hospitality Management Strategies, Pearson Education Ltd.

Zhang, H., Pine, R. & Lam, T. (2005) Tourism & Hotel Development in China: from political to economic success, Haworth Hospitality Press.

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Northouse, P (2012), Leadership: Theory and Practice, SAGE Publications, Inc; 6th Edition.

### **Additional resource materials**

De Luque, M.S., Washburn, N.T, David A. Waldman, D.A, and House, R.J.(2008) Unrequited Profit: How Stakeholder and Economic Values Relate to Subordinates, Perceptions of Le Administrative Science Quarterly, 53 (4), 626-654.

Gehring, D.R, (2007) Applying Traits Theory of Leadership to Project Management.

Project Management Journal, 38(1), p44-54.

Hatten, T, (2011) Small Business Management: Entrepreneurship and Beyond , Cengage Publications.

Lee-Ross, D and Lashley, C (2008), Entrepreneurship and Small Business Management in the Hospitality Industry, Butterworth-Heinemann

Jones, G (1998) Starting up, 4th ed., Financial Times Management, London

House, R. J. (1996) Path goal theory of leadership: Lessons, legacy, and reformulated theory, Academy of Management Journal. Leadership Quarterly; 7(3),323-353.

Kotas, R and Jayawardena, C (2006) Profitable Food & Beverage Management, Hodder & Stoughton

Novelli, M (2004) Niche Tourism: Contemporary Issues: Trends and Cases, Butterworth-Heinemann.

Page, S (2009), Tourism and Entrepreneurship: International Perspectives, Butterworth Heinemann, 1st Edition

Ransley, J and Ingram, H (editors) (2004) Developing Hospitality Properties and Facilities, 2nd ed., Oxford: Butterworth-Heinemann

Rank, J, Nelson, N.E, Allen, T. Dand Xu, X. (2009) Leadership predictors of innovation and task performance: Subordinates' self-esteem and self-presentation as moderators, Journal of Occupational and Organisational Psychology, 82, 465-489.

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Donald Getz (2012) Event Studies: Theory, Research and Policy for Planned Events, Butterworth-Heinemann, 2nd edition.

### **Additional resource materials**

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Ching-Fu Chen, (2006) Applying the Analytical Hierarchy Process ( AHP) to Convention Site Selection, Journal of Travel Research Vol 45, 167

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Ferdinand, N and Kitchin, P.J (2012) Events Management: An International Approach, SAGE Publications Ltd; 1st Edition edition

Rogers, T. (2007 second edition) Conferences and Conventions, a global industry, Butterworth Heinemann.

Robinsons, L and Callan, R (2005) UK Conference delegates cognisance of the importance of venue selection attributes, Journal of Convention and Event tourism, 7 (1).77-95

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Bateson, J and Hoffman D (2012) Services Marketing: Concepts, Strategies and Cases, Thomson South-Western, 4th edition.

Roberts, Mary-Lou, and Zahay, D (2013) Integrating Online and Offline Strategies, International Edition, Cengage Learning.

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Buchalis, D (2008), eTourism Case Studies: Management and Marketing Issues in eTourism, Butterworth-Heinemann, 1st Ed.

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Chaffey, D (2009), E-Business and E-Commerce Management: Strategy, Implementation and Practice, Financial Times/ Prentice Hall; 4th ed.

Irma Janita and Woon Kian Chong (2013) Barriers of B2B e-Business Adoption in Indonesian SMEs: A Literature Analysis, Procedia Computer Science, Volume 17, pp 571-578

Holloway, J C and Robinson, C (2004) Marketing for Tourism, Harlow: Longman, 4th Ed

Kotler, P, Bowen, J and Makens, J (2009) Marketing for Hospitality and Tourism, Pearson Education Hall, 5th Ed.

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