



**CTH LEVEL 7 EXECUTIVE
DIPLOMA IN LUXURY
BRANDS AND SERVICES
MANAGEMENT IN
HOSPITALITY
(OFQUAL - 601/1783/7)**

**QUALIFICATION
SPECIFICATION**

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 Luxury Brands and Services Management in Hospitality.

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 a solid understanding of the luxury product and services sector and the implications of its nature on contemporary management practises.
- offer opportunities to students who wish to pursue managerial careers in general business, hospitality, culinary, tourism and events industries;
- develop flexible approaches to programme delivery and student support which reflect the needs and expectations of our students;
- provide a supportive and inclusive learning environment which will enable success for all learners;
- encourage the development of students' intellectual and imaginative powers, creativity, independent judgement, critical self-awareness, imagination and skills that will enhance global employment opportunities on graduation in all programmes;
- establish a culture of constant improvement in learning, teaching and assessment that is anticipatory, enabling, supportive, rewarding and fully aligned with IMI's vision and strategic objectives, and;
- 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 Bachelors degree with Honours from UK institution	<ul style="list-style-type: none"> • CTH or other regulated vocational qualification at a level appropriate for the level of the qualification applied for (ie Level 7) or <ul style="list-style-type: none"> • Minimum of a Bachelors degree with Honours or Masters in hospitality, tourism or business management from a UK-registered university or equivalent and <ul style="list-style-type: none"> • Minimum IELTS 6.0 or other evidence of competence in English at this level
Hospitality/Tourism/Business Management graduates with a Bachelors degree with Honours or equivalent from a non-UK educational institution	<ul style="list-style-type: none"> • Evidence of equivalence of qualification to a UK hospitality and/or tourism and/or business management Bachelors degree with Honours, Masters degree or equivalents (ie Level 6 or 7). Equivalence to be evaluated through NARIC and <ul style="list-style-type: none"> • Minimum IELTS 6.0 or other evidence of competence in English at this level
Graduates from non-related fields or non-graduates with substantial hospitality and/or tourism work experience	<ul style="list-style-type: none"> • Evidence of at least five years' work experience in the hospitality and/or tourism industry at a recognised management level or above and <ul style="list-style-type: none"> • Minimum IELTS 6.0 or other evidence of competence in English at this level

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.

CTH Level 7 Executive Diploma in Luxury Brands and Services Management in Hospitality Qualification Specification

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

CTH Level 7 Executive Diploma in Luxury Brands and Services Management – 601/1783/7						
Candidates must achieve:						
<ul style="list-style-type: none"> all 12 Mandatory units, providing 140 credits ie a total of 140 credits all at level 7						
Min credit (Mandatory units): 140				Max credit (Mandatory units): 140		
Min credit (Optional units): 140				Max credit (Optional units): 140		
Min GLH for qualification: 420				Max GLH for qualification: 420		
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	
ILBM	Luxury Business Management	7	10	30	Y/505/6948	
NBD	New Brand Development	7	10	30	T/505/6956	
CRM	Customer Relationship Management in Luxury Brand Markets	7	10	30	L/505/6963	
LBDW	Luxury Brand Design	7	10	30	M/505/6969	
Total			140	420		

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

ASSESSMENT

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"> • have major weaknesses or have not fulfilled the CTH academic regulations 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes • exhibit good critical analysis and evaluation • exhibit good understanding of current research, knowledge and issues in the area of study • demonstrate significant originality with very clear ideas • apply theories, principles and concepts beyond the area of study to create insights into complex or conflicting information or situations • show a high level of coherence and logic in drawing conclusions • make substantiated judgements and recommendations in a complex field of study • apply a comprehensive understanding and application of research techniques • make well formulated and fully justified conclusions • use a wide range of academic sources to inform their thinking, judgments and conclusions • present work that is articulate and professionally presented in conformity with agreed conventions, conforming with agreed conventions, including Harvard Style Referencing 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes • exhibit high level of critical analysis and evaluation • apply a broad and deep understanding of current research, knowledge and issues in the area of study • exhibit highly original thinking • apply theories, principles and concepts beyond the area of study to create original insights into complex or conflicting information or situations • demonstrate exceptional clarity of complex ideas with excellent coherence and logic in drawing conclusions • make substantiated judgements and recommendations in a complex field of study • apply critical understanding and application of research techniques • make very clearly formulated and fully justified conclusions that are clearly communicated • use a wide range of academic sources to inform their thinking, judgments and conclusions • present work that is persuasively argued and professionally presented in conformity with agreed conventions, conforming with agreed conventions, including Harvard Style Referencing

UNITS OF ASSESSMENT

Title	Research Methods for Business	
Unit purpose and aim(s)	This unit covers understanding research methodologies for assessments and dissertations and being able to evaluate the use of statistical tools for research and applications	
Ofqual ref	D/505/6613	
CTH ref	RMB	
Level	7	
Credit value	20	
GLH	60	
Learning outcomes	Assessment criteria	Indicative content
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"> • 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 • Research methodology – inductive and deductive approaches, rationale, conceptual and theoretical frameworks, hypotheses, research designs • Primary data collection – qualitative and quantitative sampling, sampling, sampling probability, statistical inference, survey interviews, focus groups, questionnaires and observation • Literature review analysis – validity of sources, critical analysis, citation referencing and

		<p>collation of secondary data</p> <ul style="list-style-type: none"> • Research philosophies – positivism, phenomenology, epistemology, ontology. • Ethical implications of the research undertaken
<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"> • Qualitative and quantitative research methods: scaling techniques, focus groups, Delphi techniques, projective techniques. The use of interviews in research; interview and observation techniques. • Manual and computer analysis of quantitative information: chi-square tests, t-test, interpretation of qualitative information: an overview concentrating on categorisation; systemic network analysis. • Correlation analysis • Time Series analysis • Presenting the results

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

<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"> • Diversity and cross cultural skill development planning. • Interpersonal and Organisational Communication. • Group work management and working styles. • Host-Guest relationships. • Managing expectations. • Showcasing current best practices in hospitality and services human resources management. • Health and safety in international workplace. • Cross-Cultural business ethics. • International Human Resources.
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Title	Financial Management and Accounting	
Unit purpose and aim(s)	This unit covers understanding financial planning techniques and being able to analyse financial accounting information for decision making.	
Ofqual ref	K/505/6615	
CTH ref	FMA	
Level	7	
Credit value	20	
GLH	60	
Learning outcomes	Assessment criteria	Indicative content
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"> • International financial markets, financial environment, markets and institutions, taxes. • Financial ratios and financial assets. • Risk and rate of return in the Hospitality industry. • Financing decisions and cost of capital. • Strategic decision making and finance. • Portfolio theory.
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"> • Investment appraisal methods. • Financial performance measurement. • Analysis and interpretation of international case studies • Code of ethics for finance. • Budget creation and control.

<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"> • Financial Statement Construction and analysis. • Accounting for management theory. • Accounting Formulas. • Complete accounting cycle. • Inventory Methods • Activity based costing. • Cost accounting. • Capital budgeting and discounted cash flow. • Profitability analysis.
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Title	International Strategic Management	
Unit purpose and aim(s)	This unit covers being able to evaluate strategic options and develop a strategy for an organisation.	
Ofqual ref	M/505/6616	
CTH ref	ISM	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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.	<p>1.1 Compare and contrast different business unit and corporate level theories.</p> <p>1.2 Use strategic business theories to evaluate strategic options.</p> <p>1.3 Evaluate competitive forces related theories in strategy development.</p> <p>1.4 Select, interpret, review data and synthesise recommendations of a strategic nature, related to a selected firm, organisation or industry sector.</p> <p>1.5 Recommend strategic restructuring solutions for organisations.</p>	<ul style="list-style-type: none"> • International business environment and strategic challenges. • Theoretical approaches to strategic management. • Competition, external and internal environment analysis. • Strategic management and human resources. • Generic Business Strategies • Corporate level Business Strategies. • Blue Ocean competitiveness strategies, Strategic Canvas. • Strategic restructuring. • Downsizing, downscoping and leveraged buyouts. • Mergers and acquisitions. • Strategic portfolio Management.
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"> • International strategic management case studies, analysis and interpretation.

	<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"> • Ethics and socially responsible behaviour in business. • Cross-cultural communication and strategic management. • Globalization and strategic fit. • International expansion strategies. • Management of change. • Keizen, innovation, continuous vs discontinuous improvement. • Case analysis workshop. • Strategy and leadership. • Stakeholders' analysis. • Cost benefit analysis. • Scenario Planning.
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Title	Entrepreneurship and Leadership in Hospitality	
Unit purpose and aim(s)	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.	
Ofqual ref	T/505/6617	
CTH ref	ELH	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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.	<p>1.1 Distinguish the merits and disadvantages of different leadership styles.</p> <p>1.2 Draw conclusions relative to leadership and management skills of a particular individual or individuals within a particular hospitality organisation.</p> <p>1.3. Critically analyse the elements of business innovation.</p> <p>1.4 Assess risks associated with business ownership.</p> <p>1.5 Distinguish the benefits and disadvantages of different forms of business organisations.</p>	<ul style="list-style-type: none"> • Theoretical perspectives on entrepreneurship and entrepreneurial strategies. • Analysis and evaluation of contemporary leadership theories. • Management literature to inform decisions, draw conclusions, solve problems, and develop strategic development models in contemporary organisations. • Business Innovation strategy implementation. • Start-up processes in hospitality. • Entrepreneurs and management skills. • Sole proprietorship, Partnerships, Corporations, specialized forms of corporations. • SMEs • CSR

<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"> • Screening venturing opportunities and business plan for new product/ service development in hospitality. • Critique of organisational cases to judge the impact of leadership and management on the success or failure of an organisation. • Business Start-up theory. • Franchising and management contracts. • Business plan creation. • Market statistics analysis. • Implications in international business planning. • Financial Mechanisms for going international. • Small Business Growth. • Hotel business planning • Events business planning.
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Title	International Events Management	
Unit purpose and aim(s)	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.	
Ofqual ref	A/505/6618	
CTH ref	IEM	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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"> • The stakeholders, the market sectors • The role of the event organiser. • Financing events • Sponsorships and international events. • Destination marketing and events. • Risk Management in Events. • Managing events in the international environment. • Managing events operations.
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"> • The stakeholders, the market sectors , the role of the event organiser • Issues and logistics • Customisation and Standardisation

	<p>2.2 Review a development plan for international conference related events.</p>	<ul style="list-style-type: none">• Destination Marketing• Destination and Venue Choice• Sustainability and events.• Organising different events: Culture, sports, fashion, conferences etc.• How to promote events to internal delegates• Virtual conferences.
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Title	Economics in Management	
Unit purpose and aim(s)	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	
Ofqual ref	F/505/6619	
CTH ref	EM	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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.	<p>1.1 Use economic theory to generate testable hypotheses in different business context.</p> <p>1.2 Recommend decisions in uncertain economic environments.</p> <p>1.3 Show critical understanding of applications of managerial economics in real business environments.</p> <p>1.4 Produce managerial recommendations regarding demand forecasts.</p> <p>1.5 Explain the relationship between price elasticity, demand and revenue.</p>	<ul style="list-style-type: none"> • Competitive markets: demand and supply and market equilibrium. • Elasticity theory. • Theory of the firm and market structures. • The level of overall economic activity. • Aggregate demand and aggregate supply. • Managers, Profits, and Markets. • Economic profit versus accounting profit • Macroeconomic objectives. • Fiscal policy. • Monetary policy. • Supply-side policies. • Demand estimation and forecasting.
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"> • International trade and Exchange rates. • The balance of payments.

<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"> • Economic integration. • Measuring economic development. • The role of international trade. • The role of foreign direct investment (FDI). • Managerial Decisions in Competitive Markets • Game Theory.
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Title	E-Business and Marketing for Hospitality	
Unit purpose and aim(s)	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.	
Ofqual ref	T/505/6620	
CTH ref	EBMH	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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	<p>1.1 Critically review the different elements of a strategic marketing plan.</p> <p>1.2 Integrate the particular requirements of services in strategic marketing planning.</p> <p>1.3 Critically review the role of servicescape modelling in experience design for hotel marketing purposes.</p> <p>1.4. Develop plans to implement marketing programs in hospitality companies.</p> <p>1.5 Provide recommendations for a quality customer experience and the promotion of customer loyalty.</p>	<ul style="list-style-type: none"> • Integration of marketing and service operations. • Strategic services marketing in hospitality. • Relationship marketing management concepts. • Services marketing mix policies/strategies, influence of relationship marketing through intermediaries/supply networks, alliances, sales networks, collaboration/partnerships, consortia in promotion planning and selling. • Servicescape theory. • Hotel branding and marketing management. • Customer loyalty in hospitality.
2. Understand the role of e-services marketing and	2.1. Demonstrate in depth understanding of	<ul style="list-style-type: none"> • E-commerce management and

<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"> • Competing as a service firm, building relationships, managing 'B2B' & 'B2C' networks, e-networking and distribution systems. • Data mining, data warehousing and consumer behaviour. • Moving to e-business, e-business trends, e-business patterns, e-business transformation, e-marketing through Web. • Facilitating services: managing 'place' via applications & impacts on key service sectors-e-intermediaries. • M-commerce and cloud computing applications. • Marketing through app stores. • Customer relationship management (CRM).
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Title	Luxury Business Management	
Unit purpose and aim(s)	This unit covers understanding the luxury brand services and products market and its potential as well as the management practices in the luxury goods and services industry	
Ofqual ref	Y/505/6948	
CTH ref	LBM	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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 luxury brand services and products market and its potential	1.1 Critically review tactics for growth of luxury brands. 1.2 Recognise the individuality of different luxury brands sectors. 1.3 Critique the theoretical frameworks of customer attitudes and behaviours in regards to luxury goods or services.	<ul style="list-style-type: none"> • Introduction to Luxury Sector Multicultural leadership. • Analysis of the international luxury industry. • Management Team management. • Purchasing and supply chain management in the luxury sector. • Retailing Merchandising. • Management of the luxury distribution networks. • Legal issues on luxury products distribution. • Contemporary choices for personal luxury shoppers: department stores, specialty luxury retailers and boutiques, shopping centres, fashion outlets. • Luxury management in hospitality. • Dimensions to Position Luxury Consumer.
2. Understand management practices in the luxury goods and services industry	2.1. Recommend an appropriate organisational culture for delivery of luxury products or services.	<ul style="list-style-type: none"> • Sociological dimensions of the luxury sector. • Local Marketing & Customer Relations. • Organisational Behavior

	<p>2.2. Utilise consumer psychology and profiling to successfully design a strategic campaign for a luxury good or service.</p> <p>2.3. Design an internal marketing campaign for a luxury good or service.</p>	<ul style="list-style-type: none"> • Celebrity endorsement and brand ambassadors. • Consumers Attitude towards Luxury • Consumer Decision Process: Perception and Motivation to Purchase. • Internal and External Factors in the Purchase Decision. • PR Management in Branding • Internal Marketing.
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Title	New Brand Development	
Unit purpose and aim(s)	This unit covers understanding the role of brand, the concept of brand equity and creating brand experiences as well as consumer behaviour issues related to the luxury brand experience.	
Ofqual ref	T/505/6956	
CTH ref	NBD	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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 role of brand, the concept of brand equity and creating brand experiences.	1.1 Design the elements of a strong brand concept. 1.2 Develop the particulars of a brand identity. 1.3 Use theoretical models to assess the effectiveness of a brand. 1.4 Critically analyse the development of a brand in the context of a portfolio of brands.	<ul style="list-style-type: none"> • Principles of branding and brand development. • Building a strong brand. • Luxury brand equity. • Brand inventory. • Brand Awareness, Performance and Image. • Product management and brand strategy. • The brand-product matrix. • Brand concept and identity design. • Silver bullet brands, the strategic brands. • Brand Portfolio Management. • Brand development workshop.
2. Understand consumer behaviour issues related to the luxury brand experience.	2.1 Identify and interpret consumer behaviour patterns in terms of brand selection. 2.2 Recognise and interpret elements of brand loyalty	<ul style="list-style-type: none"> • Audience demographics and psychographics. • Modeling the consumer experience. • Target market & market segmentation for luxury brands.

	<p>2.3 Develop a framework for linking luxury brand strategy with overall marketing strategy efforts.</p> <p>2.4 Design a brand experience</p>	<ul style="list-style-type: none">• Luxury brands case analysis.• Luxury hotel brands.
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Title	Customer Relationship Management in Luxury Brand Markets	
Unit purpose and aim(s)	This unit covers understanding CRM in different luxury brand markets and the key concepts of CRM customer data	
Ofqual ref	L/505/6963	
CTH ref	CRMLBM	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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 CRM in different luxury brand markets	1.1 Demonstrate knowledge of CRM 1.2 Critically review the role of CRM in business decision making. 1.3 Identify problems associated with CRM strategy implementation.	<ul style="list-style-type: none"> • Principles of CRM. • Markets and Customers. • Customer Service Design and control. • Sales force management applications. • Models of key customer behavior such as customer satisfaction, loyalty, customer defection, word-of-mouth. • Quantitative and qualitative analysis. • CRM, personalized service in international luxury brands market.
2. Understand key concepts of CRM customer data	2.1 Analyse CRM customer data management 2.2 Recognise and analyse key technologies associated with CRM strategies. 2.3 Critically review CRM best practise in the service industry.	<ul style="list-style-type: none"> • CRM and data management. • CRM's role in managing customers as critical assets, business intelligence and knowledge management. • Technology, organizational knowledge and customization and

		personalization capabilities <ul style="list-style-type: none">• CRM in hospitality practices.
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Title	Luxury Brand Design	
Unit purpose and aim(s)	This unit covers evaluating trends of current luxury brands and their characteristics. And understanding the driving forces for the development of a new luxury brand.	
Ofqual ref	M/505/6969	
CTH ref	LBD	
Level	7	
Credit value	10	
GLH	30	
Learning outcomes	Assessment criteria	Indicative content
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 trends of current luxury brands and their characteristics.	<p>1.1 Carry out a luxury market competitor brand analysis</p> <p>1.2 Make design recommendations for a luxury market segment</p>	<p>Key Design Workshops with a selection of companies in areas such as:</p> <ul style="list-style-type: none"> • Jewellery & Watches • Fashion (Menswear, Womenswear etc) • Hotels and Restaurants • Arts • Footwear & Accessories • Yachts • Cars, Motorcycles & Boats • Furniture and Home textiles • Travel and Leisure • Wine and Spirits • Media <p>Luxury market analysis Luxury Product/ services characteristics.</p>
2 Understand the driving forces for the development of a new luxury brand.	<p>1.1 Conduct customer profiling for a luxury markets.</p> <p>1.2 Analyse customer loyalty and retention in a luxury markets.</p>	<ul style="list-style-type: none"> • Consumer behaviour as a response to luxury brand offer stimuli. • Retention strategies. • Consumer trends. • Leading Brands and consumer response to

		<p>new product development.</p> <ul style="list-style-type: none">• Image making and celebrity advertising.
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APPENDIX A – SPECIMEN ASSESSMENT MATERIALS

1. Sample assignment

Human Resources Across Cultures (H/505/6614)

Assessment methodology
Assignment

Human Resources Across Cultures (HRAC)

Assignment Instructions

Unit title	Human Resources Across Cultures
Ofqual number	H/505/6614
Credit value	20
Level	7

This unit is 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 – Human Resources Across Cultures

Students are required to select an organisation in the international hotel industry and prepare a 3,000 word report discussing how to lead and motivate a workforce as well as understanding and appreciation of cultural diversity across the workforce within an organisation.

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

- Leading and motivating a workforce across different cultures
- Recognising and appreciating cultural diversity in the workplace

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 lead and motivate a workforce across different cultures

- Critical evaluation of different motivation theories,
- Comparison of different leadership styles
- Recommendation of HR Strategies and management policies

How to manage a cultural diversity within an organisation

- Critical evaluation of theories related to cultural diversity
- Recognition of needs and expectations of employees from different backgrounds
- Design of teambuilding techniques in a culturally diverse workforce
- Development of an international recruitment framework

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

Task instructions		
Task – Human Resources Across Cultures – 100%		
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:		
Assessment criteria	LO/AC ref	Marks
1 Critical evaluation of leading and motivating a workforce across different cultures by analysing theories of motivation, management and leadership styles, and recommendation of HR management strategies.	LO1, 1.1, 1.2, 1.3, 1.4, 1.5	50
2 Managing cultural diversity within an organisation by critical evaluation related theories, recognising needs and expectations of employees from different cultures, proposal of teambuilding techniques, and developing international recruitment framework	LO2, 2.1, 2.2, 2.3, 2.4	50
The word count is 3,000 words		

Human Resources Across Cultures

Assignment check list

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

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:

Human Resources Across Cultures

Assignment

Candidate Name	
CTH Number	

Task	LO/AC	Marks	Internal marking			CTH final moderated mark
			1st marker (marks)	Internal moderator (marks)	Agreed mark	Agreed grade
1. Human Resources Across Cultures	1.1, 1.2, 1.3, 1.4, 1.5 Critical evaluation of leading and motivating a workforce across different cultures by analysing theories of motivation, management and leadership styles, and recommendation of HR management strategies.	50				
	2.1, 2.2, 2.3, 2.4 Managing cultural diversity within an organisation by critical evaluation related theories, recognising needs and expectations of employees from different cultures, proposal of teambuilding techniques, and developing international recruitment framework	50				
Total marks		100				

Human Resources Across Cultures

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

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.

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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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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.

Harris, P and Mongiello, M (2006) Accounting and Financial Management, Butterworth Heinemann.

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.

McNeil, R.G. & Crotts, J.C. (2006) Selling Hospitality: A Situational Approach, Thomson.

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

Additional resource materials

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Unrequited Profit: How Stakeholder and Economic Values Relate to Subordinates,
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Page, S (2009), Tourism and Entrepreneurship: International Perspectives, Butterworth
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Ransley, J and Ingram, H (editors) (2004) Developing Hospitality Properties and Facilities,
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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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Additional resource materials

Bowdin, G., McDonnell, I., Allen, J., and O'Toole, W. 3rd Edition (2011) Events Management, Butterworth-Heinemann, Oxford

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

Davidson, R and Rogers, T (2006) Marketing Destinations and Venues Conventions and Business Events, Elsevier

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.

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

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

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Caniato, F et al (2011) Supply chain management in the luxury industry: A first classification of companies and their strategies, *International Journal of Production Economics*, Volume 133, Issue 2, pp 622-633.

Chevalier, M and Mazzalovo, G (2012) *Luxury Brand Management: A World of Privilege*, Wiley; 2nd ed.

Chevalier, M and Gutsatz, M (2012) *Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support*, Wiley

Hwang, J and Sean Hyun, S (2013) The impact of nostalgia triggers on emotional responses and revisit intentions in luxury restaurants: The moderating role of hiatus, *International Journal of Hospitality Management*, Volume 33, pp 250-262.

Kapferer, J and Bastien, V (2012) *The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands*, Kogan Page; 2nd Ed.

Ko, E and Megehee, C (2012) Fashion marketing of luxury brands: Recent research issues and contributions, *Journal of Business Research*, Volume 65, Issue 10, pp 1395-1398.

Stokburger-Sauer, N and Teichmann, K (2013) Is luxury just a female thing? The role of gender in luxury brand consumption, *Journal of Business Research*, Volume 66, Issue 7, pp 889-896

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Bolda, M (2013) *Development of a brand-devotion scale: Measuring, quantifying and understanding brand devotion in customers*, AV Akademikerverlag

Kevin Kam Fung So et al (2013), The influence of customer brand identification on hotel brand evaluation and loyalty development, *International Journal of Hospitality Management*, Volume 34, pp 31-41.

Middleton, S (2012) *Brand New You: Reinventing Work, Life & Self through the Power of Personal Branding*, Hay House UK

Miller, K and Mills, M (2012) Contributing clarity by examining brand luxury in the fashion market

Journal of Business Research, Vol. 65, Issue 10, pp 1471-1479.

Park C. Whan, et al (2013) The role of brand logos in firm performance, *Journal of Business Research*, Volume 66, Issue 2, pp 180-187.

Rugasira, A (2013) *A Good African Story: How a Small Company Built a Global Coffee Brand*, Bodley Head

Yan Li and Hongwei He (2013) Evaluation of international brand alliances: Brand order and consumer ethnocentrism, *Journal of Business Research*, Volume 66, Issue 1, pp 89-97.

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Buttle, Francis. (2009) *Customer Relationship Management*, (2nd Edition). Elsevier Publishing

Additional resource materials

Band, W. (2008). "CRM Best Practices", Forrester Research. Retrieved December 26, 2009 from <http://business.bt.com/assets/pdfs/CRM-best-practices-adoption-paper.pdf>

Duffy, R et al (2013) Engaging suppliers in CRM: The role of justice in buyer–supplier relationships *International Journal of Information Management*, Volume 33, Issue 1, pp 20-27.

Khan, A et al (2012) Integration between Customer Relationship Management (CRM) and Data Warehousing, *Procedia Technology*, Volume 1, pp 239-249.

Liang Li and Ji-Ye Mao (2012) The effect of CRM use on internal sales management control: An alternative mechanism to realize CRM benefits, *Information & Management*, Volume 49, Issue 6, pp 269-277.

Shwu-Ing Wu and Chien-Lung Lu (2012) The relationship between CRM, RM, and business performance: A study of the hotel industry in Taiwan, *International Journal of Hospitality Management*, Volume 31, Issue 1, March 2012, Pages 276-285.

Tohidi, H and Jabbari, M (2012) CRM in Organizational Structure Design, *Procedia Technology*, Volume 1, pp 579-582.

Verhoef, P and Lemon, K (2013) Successful customer value management: Key lessons and emerging trends, *European Management Journal*, Volume 31, Issue 1, pp1-15

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Tynan, C; McKechnie, S and Chhuon, C (2010) Co-creating value for luxury brands *Journal of Business Research*, Volume 63, Issue 11, pp 1156-1163.

Workshop material including: Company reports, market trends

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