



**CTH LEVEL 7
POSTGRADUATE DIPLOMA IN
HOSPITALITY AND TOURISM
MANAGEMENT
(OFQUAL - 601/0276/7)**

QUALIFICATION SPECIFICATION

MARCH 2017

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INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the Level 7 Postgraduate Diploma in Hospitality and Tourism 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:

- provides for an effective academic progression route;
- enables students to gain credit towards higher education;
- enables students to develop higher level academic skills that can be applied in a vocational context.

Entry requirements

The entry requirements below are to be adhered to, all applicants must be approved by CTH prior to CTH membership being granted.

CTH accredited centres will first assess all applicants to ensure they meet the CTH entry requirements for Level 7, and are able to meet the demands of the course. The centre is required to send the completed CTH Level 7 Application Form with supporting evidence for our approval prior to CTH membership being granted. (See appendix for Application Form).

Applicant profile	Recommended entry requirements
All applicants must be at least 24 years of age and hold at least IELTS 6.0 or other evidence of competence in English at this level.	
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 Level 6 pro-Graduate Diploma 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

<p>Hospitality/Tourism/Business Management graduates with a Bachelors degree with Honours or equivalent from a non-UK educational institution</p>	<p>or</p> <ul style="list-style-type: none"> • CTH Level 6 pro-Graduate Diploma • 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.
<p>Graduates from non-related fields or non-graduates with substantial hospitality and/or tourism work experience</p>	<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. Precise details of this experience will be required including a detailed CV with the name/s of the organisation, employment dates, job titles and number and roles of staff directly managed and references.

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 120 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 360 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 Postgraduate Diploma in Hospitality and Tourism Management Qualification Specification

Level 7 Postgraduate Diploma in Hospitality and Tourism Management – 601/0276/7						
Students must achieve: <ul style="list-style-type: none"> • 3 mandatory Units, providing 120 credits • + 1 optional Unit to be taken, providing 30 credits I.e. a total of 120 credits						
Min credit (Mandatory units): 120			Max credit (Mandatory units): 120			
Min GLH for qualification: 360			Max GLH for qualification: 360			
Mandatory units						
Unit Code	Unit title	L	CV	GLH	Ofqual no.	Assessment Method
HTMS	Hospitality and Tourism Marketing Strategies	7	30	90	A/505/2794	Assignment 80% Presentation 20%
MLAC	Management and Leadership Across Cultures	7	30	90	F/505/2795	Assignment 80% Presentation 20%
HTSP	Hospitality and Tourism Strategic Planning	7	30	90	J/505/2796	Assignment 100%
Optional Units. A total of 30 Credits one Unit to be taken						
MHTP	Managing Hospitality and Tourism Projects	7	30	90	L/505/2797	Assignment 100%
RMHTM	Research Methods for Hospitality and Tourism Managers	7	30	90	R/505/2798	Assignment 80% Presentation 20%
Total			120	360		

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 	<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

UNITS OF ASSESSMENT

Title	Hospitality and Tourism Marketing Strategies	
Unit purpose and aim(s)	This unit covers developing marketing strategies, and critically evaluating marketing communication strategies for hospitality and tourism organisations	
Ofqual ref	A/505/2794	
Unit Code	HTMS	
Level	7	
Credit value	30	
GLH	90	
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 Develop marketing strategies for hospitality and tourism organisations	<p>1.1 Critically evaluate marketing strategies in the hospitality or tourism sector</p> <p>1.2 Assess the role of network and customer relationship marketing strategies for hospitality or tourism organisations</p> <p>1.3 Recommend marketing and customer loyalty strategies for a hospitality or tourism organisation</p>	<ul style="list-style-type: none"> • Brand identity and strategy • Network and relationship marketing • Strategic Customer Relations • Developing and creating customer loyalty
2 Critically evaluate marketing communication strategies for hospitality and tourism organisations	<p>2.1 Explain how marketing communications can be used to develop brand identity strategies</p> <p>2.2 Assess the effectiveness of e-marketing, viral and guerrilla marketing strategies within hospitality or tourism organisations</p>	<ul style="list-style-type: none"> • Brand identity • E-marketing • Viral Marketing • Guerrilla marketing

	2.3 Recommend and justify marketing communication strategies for a hospitality or tourism organisation	
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Title	Management and Leadership Across Cultures	
Unit purpose and aim(s)	This unit covers leading and motivating a workforce across different cultures and managing cultural diversity within an organisation	
Ofqual ref	F/505/2795	
Unit Code	MLAC	
Level	7	
Credit value	30	
GLH	90	
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 Lead and motivate a workforce across different cultures	<p>1.1 Critically evaluate theories of leadership and motivation</p> <p>1.2 Compare and contrast different leadership styles across different cultures</p> <p>1.3 Compare and contrast different motivation techniques across different cultures</p> <p>1.4 Recommend leadership strategies for an organisation that operates across different cultures</p>	<ul style="list-style-type: none"> • Cultural difference • Ethnicity • Hofstede's Cultural Dimensions • Stereotyping • Nationalism • Cultural identity & noise • Cultural taboos • Culture shock • Cultures colliding, equality and diversity
2 Manage cultural diversity within an organisation	<p>2.1 Critically evaluate the theories relating to managing cultural diversity</p> <p>2.2 Recommend responses to the different needs and expectations of culturally diverse guests</p> <p>2.3 Recommend techniques for managing and building teams with a culturally diverse workforce</p>	<ul style="list-style-type: none"> • Organisational cultures and strategies for changing organisational culture • Host-guest relationships • Managing expectations • Moments of truths • Service gaps • Service policies practices and procedures and their application in different organisational contexts • Cross cultural business ethics and international

		<p>sustainability</p> <ul style="list-style-type: none">• Role of international managers• Recruitment• Cross-cultural training• Performance management• Employee welfare and benefit• International human resource development
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Title	Hospitality and Tourism Strategic Planning	
Unit purpose and aim(s)	This unit covers critically evaluating strategic options, and developing a business strategy for a hospitality or tourism organisation	
Ofqual ref	J/505/2796	
Unit Code	HTSP	
Level	7	
Credit value	30	
GLH	90	
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 Critically evaluate strategic options for a hospitality and tourism organisation.	<p>1.1 Compare and contrast the different approaches and theories used to identify and evaluate business strategy</p> <p>1.2 Use strategic business development theories to identify the strategic options available for a hospitality or tourism organisation</p> <p>1.3 Critically evaluate the range of strategic options available to a hospitality or tourism organisation</p> <p>1.4 Identify the risks to a hospitality or tourism organisation of adopting a strategic option</p> <p>1.5 Recommend and justify strategic options available to a hospitality or tourism organisation</p>	<ul style="list-style-type: none"> • Ansoff matrix vertical, backwards and forwards integration • Cost leadership • Mintzberg's strategies (deliberate, emergent) • Strategic alliance, merger, acquisition • Competitive strategies, value-based strategy, contingency strategy market niche • Market segmentation, adding value, market share, workforce competence development, product portfolio, reconfiguration, benchmarking

<p>2 Develop a Business Strategy for a Hospitality or Tourism Organisation</p>	<p>2.1 Use strategic planning models to formulate a business strategy for a hospitality or tourism organisation</p> <p>2.2 Critically evaluate the role of ethics in the development of a business strategy</p> <p>2.3 Identify and analyse areas of potential conflict in the implementation of business strategy</p> <p>2.4 Recommend techniques to reduce potential conflict during the implementation of business strategy</p>	<ul style="list-style-type: none"> • Reviewing options • Attractiveness to stakeholders • Stakeholder participation • Criteria for judging options, feasibility studies • Risk assessment • Cost-benefit analysis • Consistency with organisational values • Scenario planning • Simulation • Modelling, sensitivity analysis • Balanced scorecard • Globalisation and internet advantages • Resources issues e.g. financial, workforce
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Title	Managing Hospitality and Tourism Projects	
Unit purpose and aim(s)	This unit covers critically evaluating the theories, concepts and tools relating to project management and decision making as well as defining a specific project for a hospitality and tourism organisation.	
Ofqual ref	L/505/2797	
Unit Code	MHTP	
Level	7	
Credit value	30	
GLH	90	
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 Critically evaluate the theories, concepts and tools relating to project management and decision making for a hospitality or tourism organisation.	<p>1.1 Assess a range of tools for use in managing a hospitality or tourism project.</p> <p>1.2 Critically evaluate the concepts of project management and decision making within a hospitality or tourism context.</p>	<ul style="list-style-type: none"> • Cost-benefit analysis • Gantt Charts • Project Management software • Project Management Theories • Total Quality Management • Information Management • Management by objectives
2 Define a specific project for a hospitality and tourism organisation.	<p>2.1 Compare and contrast the challenges posed by different types of hospitality or tourism projects.</p> <p>2.2 Use research techniques to identify different project options for hospitality or tourism organisations.</p> <p>2.3 Define and justify a hospitality or tourism project.</p> <p>2.4 Evaluate different approaches to managing the project within a hospitality or tourism context.</p> <p>2.5 Recommend and justify a project management approach.</p>	<ul style="list-style-type: none"> • Change Management • Research • Forecasting Methods • Quality Improvement • Marketing • Product Development • Human Resource • Capital

<p>3 Develop a project plan.</p>	<p>3.1 Formulate quantifiable and justifiable project aims and objectives.</p> <p>3.2 Evaluate the resource and organisational issues and specify requirements associated with the project.</p> <p>3.3 Identify the impact of not implementing a project for a hospitality or tourism organisation.</p> <p>3.4 Formulate a project plan for a hospitality or tourism organisation.</p> <p>3.5 Evaluate the risks to a project plan for a hospitality or tourism organisation.</p> <p>3.6 Develop quantifiable measures to minimise and control risk during the implementation of a project.</p> <p>3.7 Evaluate project performance.</p>	<ul style="list-style-type: none"> • Forecasting Methods • Cost v Benefit analysis • Resource and Scheduling • Feedback • Effectiveness of control measures • Information and Communications • Technology and Decision making
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Title	Research Methods for Hospitality and Tourism Managers	
Unit purpose and aim(s)	This unit covers planning and implementing a hospitality or tourism research project	
Ofqual ref	R/505/2798	
Unit Code	RMHTM	
Level	7	
Credit value	30	
GLH	90	
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 Plan a hospitality and tourism research project	<p>1.1 Critically evaluate a range of research methods that can be applied to a hospitality or tourism context</p> <p>1.2 Critically evaluate a range of research tools that can be applied to a hospitality or tourism research project</p> <p>1.3 Assess the ethical considerations when undertaking hospitality, leisure, travel or tourism research projects</p> <p>1.4 Formulate a research plan for a hospitality, leisure, travel or tourism organisation</p>	<ul style="list-style-type: none"> • Deductive vs inductive • Surveys • Case studies • Action research • Experiments • Sampling • Probability assessment • Questionnaires • Interviews • Observation
2 Implement a hospitality or tourism research project	<p>2.1 Use quantitative and qualitative techniques in a hospitality or tourism research project</p> <p>2.2 Critically evaluate information sources.</p> <p>2.3 Evaluate the results of a hospitality or tourism research project.</p> <p>2.4 Make justifiable recommendations from the results of research undertaken.</p>	<ul style="list-style-type: none"> • Records and documents • Diaries and critical incident reports • Citations and references • Aims • Justification • Project/problem • Selection of appropriate and justified techniques • Setting quantifiable and justifiable objectives • Referencing

	2.5 Present the results of a hospitality or tourism research project.	• Drawing conclusions
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APPENDIX A – SPECIMEN ASSESSMENT MATERIALS

1. Sample assignment

**Hospitality and Tourism Strategic Planning
(J/505/2796)**

Assessment methodology	
Assignment	100%

Unit title	Hospitality and Tourism Strategic Planning
Ofqual no.	J/505/2796
Credit value	30
Level	7
Unit Code	HTSP

This unit is assessed by an assignment (100%).

Assignment instructions

Students must base their assignments on their own working practice in their place of work or in an organisation of their choice. They must show their knowledge and understanding of the unit of assessment and any recommended reading.

Assignment must

- include evidence that shows that the student 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.

Unit descriptor

Students will develop strategic business planning skills for hospitality and tourism organisations. Students will critically evaluate the theories of business strategy and develop skills to analyse strategic fit and develop business strategy for hospitality or tourism organisations. Students will be able to evaluate the risks and consider the management of strategic implementation and business ethics.

Learning Outcomes At the end of this unit the student will:	Assessment Criteria The student can:	Indicative Content
1. Critically evaluate strategic options for a hospitality and tourism organisation.	1.1 Compare and contrast the different approaches and theories used to identify and evaluate business strategy 1.2 Use strategic business development theories to identify the strategic options available for a hospitality or tourism organisation 1.3 Critically evaluate the range of strategic options available to a hospitality or tourism organisation 1.4 Identify the risks to a hospitality or tourism organisation of adopting a strategic option 1.5 Recommend and justify strategic options available to a hospitality or tourism organisation	Ansoff matrix vertical, backwards and forwards integration • Cost leadership • Mintzberg’s strategies (deliberate, emergent) • Strategic alliance, merger, acquisition • Competitive strategies, value-based strategy, contingency strategy market niche • Market segmentation, adding value, market share, workforce competence development, product portfolio, reconfiguration, benchmarking
2. Develop a Business Strategy for a Hospitality or Tourism Organisation	2.1 Use strategic planning models to formulate a business strategy for a hospitality or tourism organisation 2.2 Critically evaluate the role of ethics in the development of a business strategy 2.3 Identify and analyse areas of potential conflict in the implementation of business strategy 2.4 Recommend techniques to reduce potential conflict during the implementation of business strategy	• Reviewing options • Attractiveness to stakeholders • Stakeholder participation • Criteria for judging options, feasibility studies • Risk assessment • Cost-benefit analysis • Consistency with organisational values • Scenario planning • Simulation • Modelling, sensitivity analysis • Balanced scorecard • Globalisation and internet advantages • Resources issues e.g. financial, workforce

Assessment – Assignment Task 1 (80%)

Students are required to develop a business strategy for a hospitality or tourism organisation of their choice. Student's assignment should be 4,000 words in total and include:

- An introduction into their chosen organisation including for example information on size, markets, products/services, target customers, current corporate/business objectives.
- The use of a variety of theories, models and concepts to critically evaluate two strategic options and their associated risks available to their selected organisation.
- Recommendation and justification of the best strategic option for the organisation to achieve its strategic objectives.
- Outline the business strategy for the organisation using appropriate planning models.

Secondary research activities are most likely to be used in this assignment. However, this should not preclude students from carrying out primary research if they feel it is appropriate. In this assignment students should ensure that they collect, collate, analyse and evaluate sufficient quantitative data to be able to identify strategic options.

When selecting an organisation, students should be aware that they need access to a range of quantitative and qualitative information in order to analyse and evaluate the business's capabilities and resources. For example the information required will probably include, but will not be limited to:

- vision, mission and values
- financial reports
- marketing reports and distribution channel information
- data relating to tangible and intangible assets
- human resources data.

Students may be able to gain access to this information through their contacts in industry. However, if this is difficult students should be guided towards hospitality or tourism Public Limited Companies, as the required information should be available through their published reports. The information is usually available through the 'investor information', (or similar), section on corporate websites.

Students will also need a range of quantitative and qualitative information in order to analyse and evaluate the external and competitive environments. Data relating to the external environment is most likely to be sourced from reports, particularly those published by government and non-government organisations, industry bodies and research institutions. Competitor data can be sourced directly from competing organisations, and also from industry bodies.

All research should be appended to this assessment.

All theories, concepts, models and industry examples must be appropriately referenced using Harvard Referencing.

Assessment – Assignment Task 2 (20%)

Students are required to write an assignment (1,000 words) with reference to their chosen organization about:

- The usefulness of business strategy theory in identifying and evaluating business opportunities and determining business strategies. Note: students should compare and contrast a variety of business theories and approaches.
- The role of ethics in developing strategy for business success.

Students should approach this task as a reflective piece of work that focuses on their individual learning and understanding of the issues raised by the topic/organisation they choose. Their discussion should be critically evaluative and does not need to draw firm conclusions but should concentrate on raising issues for consideration when developing business strategy.

Students may be supported in their preparation for this task by centres arranging group discussions around the topic areas during which participants are encouraged to express, justify and debate their opinions. Following the discussions participants would be encouraged to record their learning and opinions which could then be included in their assignment as evidence of reflection and evaluation.

Assignment Task

Task 1 – Assignment – 80%		
Students 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 Students achieved the following:		
Assessment criteria	LO/AC ref	Marks
Students must critically evaluate the strategic options for a hospitality and tourism organisation by comparing and contrasting different approaches and theories used to identify and evaluate business strategy, use strategic business development theories to identify the strategic options available, identify risks of adopting a strategic option and recommend and justify strategic options available to a hospitality or tourism organisation. Students should use strategic planning models to formulate and develop a business strategy for a hospitality or tourism organisation, evaluate the role of ethics in the development of that strategy, identify and analyse potential conflict in its implementation and recommend techniques to reduce that conflict during implementation of the business strategy.	LO1, 1.1, 1.2, 1.3, 1.4, 1.5 LO2, 2.1, 2.3, 2.4	80
The word count is 4,000 words		

Task 2 – Assignment – 20%		
Students 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 Students achieved the following:		
Assessment criteria	LO/AC ref	Marks
Students should critically evaluate the range of strategic options available to a hospitality or tourism organisation with a focus on identifying the risks of adopting a strategic option and the role of ethics in the development of a business strategy.	LO1, 1.3, 1.4 LO2, 2.2	20
The word count is 1,000 words		

CTH Mark Sheet - Hospitality and Tourism Strategic Planning

Student name:	CTH Number:
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Task 1: 80%		Marks	Internal marking			CTH
Task / Assessment Criteria	Comments		1 st marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
1.1 Compare and contrast the different approaches and theories used to identify and evaluate business strategy 1.2 Use strategic business development theories to identify the strategic options available for a hospitality or tourism organisation 1.3 Critically evaluate the range of strategic options available to a hospitality or tourism organisation 1.4 Identify the risks to a hospitality or tourism organisation of adopting a strategic option 1.5 Recommend and justify strategic options available to a hospitality or tourism organisation 2.1 Use strategic planning models to formulate a business strategy for a hospitality or tourism organisation 2.3 Identify and analyse areas of potential conflict in the implementation of business strategy 2.4 Recommend techniques to reduce potential conflict during the implementation of business strategy						
Total for Task 1		80				

Task 2: 20%		Marks	Internal marking			CTH
Task / Assessment Criteria	Comments		1 st marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
1.3 Critically evaluate the range of strategic options available to a hospitality or tourism organisation 1.4 Identify the risks to a hospitality or tourism organisation of adopting a strategic option 2.2 Critically evaluate the role of ethics in the development of a business strategy						
Total for Task 2		20				

CTH Summary Mark Sheet

Student name						
CTH number						
		Total available marks	1st marker (marks)	Internal verifier I/V (marks)	Agreed mark	CTH final mark
Marks	Task 1	80				
	Task 2	20				
	Total Marks	100				

CTH assignment mark sheet - Hospitality and Tourism Strategic Planning

CTH number	
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First Marker Comments:

Signed:.....Name:.....Date:.....

Internal verifier I/V Comments:

Signed:.....Name:.....Date:.....

Note: These sections should be used by assessors to record their summative feedback, i.e. the strengths and weaknesses of the assessed work.

CTH Comments

Signed:.....Name:.....Date:.....

CTH Unit Assignment Feedback Form

Unit name	
Student name and CTH number	
I/V name and signature	

CRITERIA	SUB-CRITERIA		
Organisation	Structure		
	Layout		
Knowledge and understanding (of relevant ideas and methods)	Knowledge of topic		
	Level of understanding of key issues		
	Use, analysis and interpretation of quantitative and qualitative data		
	The use of academic research sources		
Application (ability to apply relevant ideas and methods to specific problems and issues)	Apply a range of theories in different contexts		
	Make sound judgements that accord with relevant theories and concepts		
	Use problem solving techniques		
Originality (ability to reflect critically on relevant knowledge and methods and to develop clear original arguments)	Creativity and originality		
General Comments			
Agreed Centre mark		Final mark	

APPENDIX B – RECOMMENDED READING

Essential Texts

Hooley, G. J., Saunders, J.A. and Piercy, N.F. (2008) *Marketing Strategy and Competitive Positioning*. 3rd ed. Harlow: Financial Times Prentice Hall.

Kotler, P., Bowen, J. & Makens, J. (2006) *Marketing for Hospitality and Tourism*. (International Edition). 4th ed. New Jersey: Pearson Prentice Hall.

Companion Website for 3rd Edition:

http://wps.prenhall.com/chet_kotler_marketing_3/6/1554/397872.cw/index.html

Reid, R. D. and Bojanic, D. C. (2006) *Hospitality Marketing Management*. 4th ed. New Jersey: John Wiley & Sons Inc.

Recommended Reading

Adcock, D., Halborg, A. and Ross, C. (2001) *Marketing: Principles and Practice*. 4th ed. Harlow: Financial Times Prentice Hall.

Bowie, D. and Buttle, F. (2004) *Hospitality Marketing: An Introduction*. Oxford: Elsevier Butterworth Heinemann. Companion website:

<http://books.elsevier.com/companions/defaultindividual.asp?isbn=9780750652452>

Brassington, F. and Pettitt, S. (2006) *Principles of Marketing*. 4th ed. Harlow: Financial Times Prentice Hall.

Chisnall P. (2005) *Marketing Research*. 7th ed. London: McGraw Hill.

Kotler, P. and Armstrong, G. (2007) *Principles of Marketing*. 12th ed. Harlow: Prentice Hall

Companion website http://wps.prenhall.com/bp_kotler_pom_11/31/8124/2079930.cw/index.html

Kotler, P. and Armstrong, G. (2007) *Principles of Marketing*. 4th European Edition. Harlow: Prentice Hall.

Nykiel, R. A. (2005) *Hospitality Management Strategies*. Prentice Hall Companion website:

http://wps.prenhall.com/chet_nykiel_hospitalitymgt_1/

Other learning resources

Journals

European Journal of Marketing

Hospitality

International Journal of Contemporary Hospitality Management

International Marketing Review

Journal of Marketing
Marketing Week
Marketing
Restaurant Hospitality

Useful sites to visit:

Chartered Institute of Marketing www.cim.co.uk

Nykiel, R. A. (2005) *Hospitality Management Strategies*. Prentice Hall Companion website:
http://wps.prenhall.com/chet_nykiel_hospitalitymgt_1/

Brotherton, B. (2003) *International Hospitality Industry*. 5th ed. Oxford: Butterworth-Heinemann.

Carr-Ruffino, N. (1996) *Managing Diversity – People Skills for a Multicultural Workplace*. London: International Thomson Publishing.

Clarke, A. and Chen, W. (2007) *International Hospitality Management: Concepts and Case*. Oxford: Butterworth-Heinemann.

Connerley, M. L. and Pedersen, P. B. (2005) *Leadership in a Diverse Multicultural Environment: Developing Awareness, Knowledge, and Skills*. London: Sage Publications.

Cornelius, N. (ed.) (2002) *Building Workplace Equality: Ethics, Diversity and Inclusion*. London: Thomson.

Deresky, H. (2003) *International Management: Managing Across Borders and Cultures*. 3rd ed., London: Prentice Hall.

Francesco, A. M. and Gold, B. A. (2005) *International Organisational Behaviour*. 2nd ed. Upper Saddle River, NJ: Pearson Prentice Hall.

Go, F.M. and Pine, R. (1995) *Globalisation Strategy in the Hotel Industry*. London: Routledge.

Covey, S.R. (2004) *The Seven Habits of Highly Effective People*. New York: Hay House Publishers.

Thomas, T. (Ed) (2003) *The Concise Adair on Leadership*. London: Thorogood. Adair, J. (2005) *The Action Centred Leader*. London: Industrial Society.

Adair, J. (2006) *Effective Leadership Development*. London: Chartered Institute of Personnel and Development.

Armstrong, M. (2004) *How To Be An Even Better Manager*. London: Kogan Page. Harvey, C. P. and Allard, M. J. (2005) *Understanding and Managing Diversity: Readings, Cases, and Exercises*. 3rd ed. Upper Saddle River, NJ: Pearson Education.

Kandola, R. and Fullerton, J. (1998) *Diversity in Action: Managing the Mosaic*, 2nd ed. London, Chartered Institute of Personnel and Development.

Marx, E. (1999) *Breaking Through Culture Shock: What You Need to Succeed in International Business*. London: Nicholas Brealey.

Warner, M. and Joynt, P. (ed.) (2002) *Managing Across Cultures: Issues and Perspectives*. 2nd ed. London: Thomson Learning.

Magazines and Journals:

Caterer and Hotelkeeper

Hospitality

International Journal of Contemporary Hospitality Management

International Journal of Hospitality Management

Tourism Management

European Management Journal

International Studies in Management and Organisation

Theory, Culture and Society

Work, Employment and Society

Essential Texts

Johnson, G. Scholes, K. & Whittington, R. (2011) *Exploring Corporate Strategy: Text & Cases*. 9th ed. Harlow: Pearson Education Limited.

Knowles, T. (1996) *Corporate Strategy for Hospitality*. Harlow: Longman.

Mintzberg, H., (2009) *Strategy Safari: The Complete Guide through the Wilds of Strategic Management*. 2nd ed. Harlow UK: FT Prentice Hall.

Mintzberg, H., (2000) *The Rise and Fall of Strategic Planning*. London: Financial Times Prentice Hall.

Recommended Reading

Lynch, R., (2006) *Corporate Strategy*. 4th ed. Harlow England New York: FT/Prentice Hall. Harrison, J., (2003) *Strategic Management of Resources and Relationships: Concepts and Cases*, New York: Wiley.

Barney, J., (2010) *Gaining and Sustaining Competitive Advantage*. 3rd ed. Pearson Education.

Grant, R., (2010) *Contemporary Strategy Analysis: Text and Cases*. 7th ed. Hoboken N.J: Wiley.

Gratton, L., (2000) *Living Strategy: Putting People at the Heart of Corporate Purpose*. London, New York: Financial Times: Prentice Hall.

Kaplan, R., (2001) *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston Mass: Harvard Business School Press.

McGee, J., (2005) *Strategy: Analysis & Practice*. London: McGraw-Hill Education.

Pettigrew, A., (2006) *Handbook of Strategy and Management*. London, Thousand Oaks CA: Sage Publications.

Scholes, K., (2001) *Exploring Public Sector Strategy*. 1st ed. Harlow, England, New York: Financial Times/Prentice Hall.

Stacey, R., (2011) *Strategic Management and Organisational Dynamics: The Challenge of Complexity to Ways of Thinking about Organisations*. 6th ed. Harlow, England, New York: Financial Times Prentice Hall.

De Wit, B., (2004) *Strategy-Process, Content, Context: An International Perspective*. 3rd ed. London: Thomson.

Recommended Journals

Academy of Management Journal (Academy of Management)

British Journal of Management (John Wiley and Sons)

California Management Review (University of California, Berkeley)

European Management Journal (Elsevier)

Harvard Business Review (Harvard Business Publishing)

Journal of Business Strategy (Emerald)

Journal of Management Studies (John Wiley and Sons) Long

Range Planning (Elsevier)

MIT Sloan Management Review (Massachusetts Institute of Technology)

Strategic Change (John Wiley and Sons)

Strategy and Leadership (Emerald)

Recommended Websites

www.ft.com Financial Times

www.managers.org.uk Chartered Management Institute

www.sps.org.uk Strategic Planning Society

www.strategy-business.com Strategy and Business

Essential Texts

Burke, R., (2003) *Project Management, Planning & Control Techniques*. 4th Ed. Wiley: Chichester.

Flouris T. G, and Lock, D. (2009) *Managing Aviation Projects from Concept to Completion*. Ashgate Publishing Ltd.

Ransley, J, & Ingram, H (Eds), (2000), *Developing Hospitality Properties and Facilities*. Oxford: Butterworth-Heinemann.

Recommended Reading

Doherty, S. (2008) *Heathrow's Terminal 5: History in the Making*. Illustrated edition John Wiley & Sons Ltd.

Gardiner, P. (2005) *Project Management: A Strategic Planning Approach*. London: Palgrave Macmillan.

Huffadine, M. (1993) *Project Management in Hotel & Resort Development*. London: Morgan Hill.

Lock, D. (2001) *Project Management*. 7th Edition Aldershot: Gower.

Mantel, S.J., Meredith, J.R., Shafer, S.M., & Sutton, M.M. (2001) *Project Management in Practice*. Chichester: Wiley & Sons.

Pinto, J.K. (2007) *Project Management: Achieving Competitive Advantage*. New Jersey: Pearson Education.

Ransley, J. & Ingram H. (2000) *Developing Hospitality Properties and Facilities*. Oxford: Butterworth Heinemann.

Westland, J. (2006) *The Project Management Lifecycle: A Complete Step-by-Step Methodology for Initiating, Planning, Executing and Closing a Project Successfully*. Kogan Page Ltd.

Young T.L., (2003) *The Handbook of Project Management, (2nd Ed)*, London, Kogan Page Ltd.

Other Learning Resources

A good starting point in project management is to have a look at the various professional institutes and associations associated with project management. There are a number of these with the largest being the US based Project Management Institute (PMI) –

www.pmi.org. The British equivalent is the Association of Project Managers (APM) www.apm.org.uk.

In addition you can subscribe to the following publications:

- 'Project' published monthly by the Association of Project Managers.
- 'International Journal of Project Management' published monthly by the International Project Management Association.
- 'Project Manager Today' published monthly.

Essential Texts:

Clark, M., Riley, M., Wilkie, E. and Wood, R.C. (1998) *Researching and Writing Dissertations in Hospitality and Tourism*. London: Thomson Business Press.

Finn, M., Elliot-White, M. and Walton, M. (2000) *Tourism and Leisure Research Methods*. Harlow: Pearson Education.

Ritchie, B.W., Burns, P. and Palmer, C. (eds) (2005) *Tourism Research Methods: Integrating Theory with Practice*. Wallingford: CABI.

Veal, A.J. (2006) *Research Methods for Tourism and Leisure: A Practical Guide*. 3rd ed. Harlow: Financial Times, Prentice-Hall.

Recommended Reading:

Bloor, M. (2001) *Focus Groups in Social Research*. London: Sage.

Bradburn, N.M. (2004) *Asking Questions: The Definitive Guide to Questionnaire Design*. San Francisco, CA: Jossey-Bass.

Gomm, R., Hammersley, M. and Foster, P. (eds) (2000) *Case Study Method*. London: Sage.
Sage. Gubrium, J.F. and Holstein, J.A. (2002) *Handbook of Interview Research: Context and Method*. Thousand Oaks, CA: Sage.

Gill, J. & Johnson, P. (2002) *Research Methods for Managers*. 3rd ed. London: Sage.
Hart, C. (1998) *Doing a Literature Review*. London: Sage.
Jankowicz, A.D. (2005) *Business Research Project*. (4th ed.) London: Thompson Learning.

Johns, N. & Lee-Ross, D. (1998) *Research Methods in Service Industry Management*. London: Cassell.

Levine, D.M. (2005) *Statistics for Managers using Microsoft Excel*. 4th ed. Upper Saddle River, NJ: Prentice Hall.

Silverman, D. (2006) *Interpreting Qualitative Data: Methods for Analysing Talk, Text and Interaction*. 3rd ed. London: Sage.

Silverman, D. (2005) *Doing Qualitative Research*. (2nd ed). London: Sage.

Yin, R.K. (2003) *Case Study Research: Design and Methods*. (3rd ed.) London: Sage.

Useful Reading for Case Studies

Tellis, W. (1997) *Introduction to case study The Qualitative Report* [On-line serial], vol. 3 No 2. Available from: <http://www.nova.edu/ssss/QR/QR3-2/tellis1.html>

Tellis, W. (1997) *Application of a case study methodology. The Qualitative Report* [On-line serial], vol. 3 no 3. Available from: <http://www.nova.edu/ssss/QR/QR3-3/tellis2.html>