



OTHM LEVEL 7 DIPLOMA IN TOURISM AND HOSPITALITY MANAGEMENT

Qualification Number: 603/2316/4

Specification | November 2020

TABLE OF CONTENTS

QUALIFICATION OBJECTIVES	3
QUALITY, STANDARDS AND RECOGNITIONS	3
REGULATORY INFORMATION	3
EQUIVALENCES	3
QUALIFICATION STRUCTURE	4
DEFINITIONS	4
ENTRY REQUIREMENTS	4
PROGRESSION	4
DELIVERY OF OTHM QUALIFICATIONS	5
ASSESSMENT AND VERIFICATION	5
OPPORTUNITIES FOR LEARNERS TO PASS	5
RECOGNITION OF PRIOR LEARNING AND ACHIEVEMENT	6
EQUALITY AND DIVERSITY	6
UNIT SPECIFICATIONS	7
STRATEGIC MANAGEMENT AND MARKETING	8
DESTINATION MANAGEMENT	11
INTERNATIONAL TOURISM POLICY AND DEVELOPMENT	14
E-TOURISM AND SOCIAL MEDIA	17
ORGANISATIONAL BEHAVIOUR IN INTERNATIONAL CONTEXTS	20
ADVANCED RESEARCH METHODS	23
IMPORTANT NOTE	27

QUALIFICATION OBJECTIVES

The objective of the OTHM Level 7 Diploma in Tourism and Hospitality Management qualification is to provide tourism industry professionals with the specialist knowledge needed to advance their careers, or for graduates entering the tourism and hospitality sector to gain the skills needed to manage business operations. The qualification provides learners with a contemporary, critical, and international programme that supports their development as managers with a lifelong-learning orientation.

The qualification enables learners to analyse complex management problems and to apply and adapt specialist skills and technical terminology to propose solutions to these problems informed by best practice and contemporary research.

Successful completion of this qualification will enable learners to progress into or within employment and/or continue their study towards a relevant Master's programme with advanced standing.

QUALITY, STANDARDS AND RECOGNITIONS

OTHM Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit register of [Regulated Qualifications](#).

OTHM has progression arrangements with several UK universities that acknowledge the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and Master's/top-up programmes.

REGULATORY INFORMATION

Qualification Title	OTHM Level 7 Diploma in Tourism and Hospitality Management
Ofqual Ref. No.	603/2316/4
Regulation Start Date	21-Aug-2017
Operational Start Date	01-Sep-2017
Duration	1 Year
Total Credit Value	120 Credits
Total Qualification Time (TQT)	1200 Hours
Guided Learning Hours (GLH)	600 Hours
Sector Subject Area (SSA)	8.2 Travel and Tourism
Overall Grading Type	Pass / Fail
Assessment Methods	Coursework
Language of Assessment	English

EQUIVALENCES

The OTHM Level 7 diplomas on the Regulated Qualifications Framework (RQF) are at the same level as master's degrees. However, they are shorter (120 credits) and learners will have to proceed to the dissertation stage (60 credits) with university to achieve a full masters or MBA.

QUALIFICATION STRUCTURE

The OTHM Level 7 Diploma in Tourism and Hospitality Management consists of 6 mandatory units for a combined total of 120 credits, 1200 hours Total Qualification Time (TQT) and 600 Guided Learning Hours (GLH) for the completed qualification.

Unit Ref.	Mandatory units	Credit	GLH	TQT
J/616/2693	Strategic Management and Marketing	20	100	200
L/616/2694	Destination Management	20	100	200
R/616/2695	International Tourism Policy and Development	20	100	200
Y/616/2696	E-Tourism and Social Media	20	100	200
H/616/2698	Organisational Behaviour in International Contexts	20	100	200
D/616/2697	Advanced Research Methods	20	100	200

DEFINITIONS

Total Qualification Time (TQT) is the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification.

Total Qualification Time is comprised of the following two elements –

- the number of hours which an awarding organisation has assigned to a qualification for Guided Learning, and*
- an estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by – but, unlike Guided Learning, not under the Immediate Guidance or Supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.*

(Ofqual 15/5775 September 2015)

Guided Learning Hours (GLH) is defined as the hours that a teacher, lecturer or other member of staff is available to provide immediate teaching support or supervision to a student working towards a qualification.

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit. One credit is equal to 10 hours of TQT.

ENTRY REQUIREMENTS

For entry onto the OTHM Level 7 Diploma in Tourism and Hospitality Management qualification, learners must possess:

- An honours degree in related subject or UK level 6 diploma or an equivalent overseas qualification
- Mature learners with management experience (learners must check with the delivery centre regarding this experience prior to registering for the programme)
- Learners must be 21 years old or older at the beginning of the course

English requirements: If a learner is not from a majority English-speaking country must provide evidence of English language competency. For more information visit [English Language Expectations](#) page in this website.

PROGRESSION

The OTHM Level 7 Diploma in Tourism and Hospitality Management qualification enables learners to progress into or within employment and/or continue their further study. As this qualification is approved and regulated by Ofqual (Office of the Qualifications and Examinations Regulation), learners are eligible to progress to Master's top-up programmes at many universities in the UK and overseas with advanced standing. For more information visit [University Progressions](#) page.

DELIVERY OF OTHM QUALIFICATIONS

OTHM do not specify the mode of delivery for its qualifications, therefore OTHM Centres are free to deliver this qualification using any mode of delivery that meets the needs of their Learners. However, OTHM Centres should consider the Learners' complete learning experience when designing the delivery of programmes.

OTHM Centres must ensure that the chosen mode of delivery does not unlawfully or unfairly discriminate, whether directly or indirectly, and that equality of opportunity is promoted. Where it is reasonable and practicable to do so, it will take steps to address identified inequalities or barriers that may arise.

Guided Learning Hours (GLH) which are listed in each unit gives the Centres the number of hours of teacher-supervised or direct study time likely to be required to teach that unit.

ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the centre and externally verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria. Judgement that the learners have successfully fulfilled the assessment criteria is made by the Assessor.

The Assessor should provide an audit trail showing how the judgement of the learners' overall achievement has been arrived at.

Specific assessment guidance and relevant marking criteria for each unit are made available in the Assignment Brief document. These are made available to centres immediately after registration of one or more learners.

OPPORTUNITIES FOR LEARNERS TO PASS

Centres are responsible for managing learners who have not achieved a Pass for the qualification having completed the assessment. However, OTHM expects at a minimum, that

centres must have in place a clear feedback mechanism to learners by which they can effectively retrain the learner in all the areas required before re-assessing the learner.

RECOGNITION OF PRIOR LEARNING AND ACHIEVEMENT

Recognition of Prior Learning (RPL) is a method of assessment that considers whether learners can demonstrate that they can meet the assessment requirements for a unit through knowledge, understanding or skills they already possess and do not need to develop through a course of learning.

RPL policies and procedures have been developed over time, which has led to the use of a number of terms to describe the process. Among the most common are:

- Accreditation of Prior Learning (APL)
- Accreditation of Prior Experiential Learning (APEL)
- Accreditation of Prior Achievement (APA)
- Accreditation of Prior Learning and Achievement (APLA)

All evidence must be evaluated with reference to the stipulated learning outcomes and assessment criteria against the respective unit(s). The assessor must be satisfied that the evidence produced by the learner meets the assessment standard established by the learning outcome and its related assessment criteria at that particular level.

Most often RPL will be used for units. It is not acceptable to claim for an entire qualification through RPL. Where evidence is assessed to be only sufficient to cover one or more learning outcomes, or to partly meet the need of a learning outcome, then additional assessment methods should be used to generate sufficient evidence to be able to award the learning outcome(s) for the whole unit. This may include a combination of units where applicable.

EQUALITY AND DIVERSITY

OTHM provides equality and diversity training to staff and consultants. This makes clear that staff and consultants must comply with the requirements of the Equality Act 2010, and all other related equality and diversity legislation, in relation to our qualifications.

We develop and revise our qualifications to avoid, where possible, any feature that might disadvantage learners because of their age, disability, gender, pregnancy or maternity, race, religion or belief, and sexual orientation.

If a specific qualification requires a feature that might disadvantage a particular group (e.g. a legal requirement regarding health and safety in the workplace), we will clarify this explicitly in the qualification specification.

UNIT SPECIFICATIONS

Strategic Management and Marketing

Unit Reference Number	J/616/2693
Unit Title	Strategic Management and Marketing
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	100 Hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Structure	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' understanding of strategic management and marketing in tourism and hospitality organisations. Learners will study a range of organisations and apply theories to understand strategic decision-making, the use of technology and strategic marketing management.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative Contents
1. Be able to analyse the strategic management concept in the tourism and hospitality context.	1.1 Summarise the evolution of the strategic management approach. 1.2 Evaluate the importance of strategic management for the tourism and hospitality industry. 1.3 Analyse the performance of tourism and hospitality organisations from the perspective of strategic management theory.	<ul style="list-style-type: none"> Strategic Management in Tourism – Creating competitive tourism businesses and destinations Macro Environment - 6 different forces: Demographic, Economic, Political, Ecological, Socio-Cultural and Technological forces (DESTEP model)

2. Be able to analyse strategic approaches to marketing in tourism and hospitality organisations.	2.1 Summarise the evolution of the strategic marketing approach. 2.2 Evaluate the importance of strategic marketing for tourism and hospitality organisations. 2.3 Analyse the marketing of tourism and hospitality organisations from the perspective of strategic marketing theory.	<ul style="list-style-type: none"> • The strategic environment – Micro environment analysis • Strategic planning and analysis – Vision, stakeholder and value chain analysis • Strategic choices for tourism businesses and destinations • Strategy implementation and evaluation • Managing strategic change in tourism • Strategic human resource management in tourism • Social responsibility and business ethics in tourism • Introduction to strategic marketing and management in tourism • Tourist buying, decision-making and holiday behaviour • Tourism marketing environments • Tourism market segmentation - targeting and positioning in tourism • Tourism product strategies • Tourism pricing strategies • Tourism distribution strategies • Tourism promotion strategies • Marketing international tourism destinations • E-marketing for tourism • Marketing planning, control and evaluation • Strategic management and marketing trends
3. Be able to assess environmental factors on strategic management and marketing for tourism and hospitality organisations.	3.1 Describe macro environmental factors in relation to strategic management and marketing on tourism and hospitality organisations 3.2 Critically appraise the impact of macro environmental factors on strategic management and marketing on tourism and hospitality organisations.	
4. Be able to research information from a range of academic and industry sources.	4.1 Research academic sources to identify appropriate theories and models of strategic management and marketing 4.2 Research industry sources to identify contemporary strategic management and marketing trends in the tourism and hospitality industry.	

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative reading list

Core texts:

Evans, N. (2015) *Strategic Management for Tourism, Hospitality and Events*. Abingdon: Routledge

Middleton, V. and Fyall, A. (2009) *Marketing in Travel and Tourism*. Oxford: Butterworth-Heinemann

Additional Reading:

Holloway, C. (2004) *Marketing for Tourism*. London: FT Prentice Hall

Kotler, P., Bowen, J. and Makens, J. (2013) *Marketing for Tourism and Hospitality*. London: Pearson

Okumus, F., Altinay, L. and Chashoth, K. (2010) *Strategic Management for Hospitality and Tourism: Content and Processes*. Oxford: Butterworth Heinemann

Olsen, M., West, J. and Tse, E. (2013) *Strategic Management in the Hospitality Industry*. London: Pearson

Destination Management

Unit Reference Number	L/616/2694
Unit Title	Destination Management
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	100 Hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Structure	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' ability to analyse the role of tourism and the visitor economy in modern international tourism destinations from a range of theoretical perspectives. Learners will gain a critical understanding of broader perspectives required to manage and market tourism in the modern international city, and to inform their tourism and marketing strategies.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
1. Understand the factors that influence destination management.	1.1 Critically analyse the need for destination management. 1.2 Critically analyse the impacts of tourism in destinations. 1.3 Critically evaluate the influence of external factors on the development of tourist destinations.	<ul style="list-style-type: none"> Defining and analysing tourism destinations: Place, Destination management The multi-scalar nature of destination management The role of Destination Management

2. Understand the role of destination management organisations.	2.1 Critically review the emergence of destination management and marketing at the local, national and international levels. 2.2 Critically analyse the roles of destination management organisations. 2.3 Critically evaluate the factors that influence the performance of destination management organisations.	Organisations (DMO) - promotion of destination to tourists, businesses, investors and other stakeholders <ul style="list-style-type: none"> • Factors influencing the tourism destination management process • Stakeholder analysis • The public, private and third sectors in tourism destinations • Transport and tourism destinations • The relationship between destination management and destination marketing • Community engagement and consultation • Sustainable development • Destination Management Planning • Resourcing tourism destination management plans • Evaluation of tourism destination management plans.
3. Be able to evaluate the influence of stakeholders on destination management.	3.1 Review the range of stakeholders that influence destination management. 3.2 Critically evaluate the aims and influence of interest groups in the development of destinations.	
4. Understand the relationship between destination management and destination marketing.	4.1 Critically analyse the relationship between destination marketing and destination management in a range of destination management organisations.	

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative Reading list

Core text:

Morrisson, A. (2013) Managing and Marketing Tourism Destinations. Abingdon: Routledge

Additional Reading:

Howie, F. (2010) *Managing the Tourist Destination*. London: Thompson

Mason, P. (2008) *Tourism Impacts: Planning and Management*. Abingdon: Routledge

UNWTO (2007) *A Practical Guide to Tourism Destination Management*. New York: UNWTO

Vidken, A. and Granas, B. (2014) *Tourism Destination Development*. London: Ashgate

Wang, Y. and Pizam, A. (2013) *Destination Management and Marketing: Theories and Applications*. London: CABI

Journals

- International Journal of Culture, Tourism and Hospitality Research
- International Journal of Tourism Research
- Journal of Travel Research
- Journal of Sustainable Tourism
- Managing Leisure: an international journal
- Tourism Analysis
- Tourism and Hospitality Management

International Tourism Policy and Development

Unit Reference Number	R/616/2695
Unit Title	International Tourism Policy and Development
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	100 Hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Structure	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' critical understanding of the principles of tourism policy and how these relate to issues of development. Learners will evaluate theories of international development and apply these to a tourism context. Learners will also apply development indicators and create proposals for tourism projects to address development problems.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative Content
1. Be able to critically analyse the concepts and theories of public policy for tourism.	1.1 Critically evaluate the different approaches that can be taken to tourism policy. 1.2 Summarise the evolution of tourism policy. 1.3 Explain the multi-scalar nature of contemporary tourism policy and its relationship with institutions involved in tourism development at the global, national and local scale.	<ul style="list-style-type: none"> • Theories of the state and approaches to policy • Government involvement in tourism • Multi-scalar approaches to tourism policy • The policy-making process • Stakeholders in tourism policy • Tourism policy interest groups

2. Be able to critically evaluate theories of international development.	2.1 Critically appraise theoretical approaches to international development. 2.2 Critically evaluate the status of developing countries using theories of international development.	<ul style="list-style-type: none"> • Tourism policy instruments • Tourism policy implementation and evaluation • Tourism policy and sustainable development • Theories of development (including modernisation, dependency, neo-liberalism, alternative, post-development) • The role of and relationship between tourism and development • Role and influence of actors involved in tourism for development • The relationship between tourism and other development arenas • Issues in developing tourism in the emerging economies • Tourism policy and development in the European Union • Responsible tourism
3. Be able to critically analyse the key relationships that impact on sustainable international tourism development.	3.1 Critically evaluate the impact of tourism in destinations. 3.2 Critically analyse the key relationships that impact on sustainable international tourism development. 3.3 Critically evaluate how tourism can be used to meet international development goals.	
4. Be able to develop plans for tourism projects to address international development problems.	4.1 Research development issues in an international context. 4.2 Develop a project plan to address development issues in an international context.	

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative Reading list

Core Text:

Dredge, D. and Jenkins, J. (2007) *Tourism Planning and Policy*. Milton Qld: Wiley

Additional reading:

Burns, P. and Novelli, M. (2006) *Tourism and Politics: Global Frameworks and Local Realities*. Oxford: Butterworth Heinemann

Edgell, D. and Swanson, J. (2013) *Tourism Policy and Planning: Yesterday, Today and Tomorrow*. Abingdon: Routledge

Hall, C.M. (2008) *Tourism Planning. Policies, Processes and Relationships. Second Edition*. Harlow: Pearson, Prentice Hall

Kennell, J. and Chaperon, S. (2015) *Tourism and Public Policy*. Abingdon: Routledge

Journals

- Annals of Tourism Research
- Current Issues in Tourism
- International Journal of Tourism Research
- Journal of Policy Research in Tourism, Leisure and Events
- Journal of Sustainable Tourism
- Managing Leisure: an international journal
- Tourism Recreation Research
- World Development

E-Tourism and Social Media

Unit Reference Number	Y/616/2696
Unit Title	E-Tourism and Social Media
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	100 Hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Structure	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' ability to critically analyse the role of technology within the tourism and hospitality industry, including the evaluation of the impacts of new and emerging technology on organisational operations. Learners will consider the emergence of the e-tourism concept and analyse the influence of social media from both consumer and organisation perspectives.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative Content
1. Understand the impact of technology on the development and growth of the tourism and hospitality industry.	1.1 Critically evaluate the impact of technological change on the historical development of the tourism and hospitality industry. 1.2 Critically analyse the impact of contemporary technological developments on the future growth of the tourism and hospitality industry.	<ul style="list-style-type: none"> • ICT – definitions and key concepts • The evolution of ICT in the tourism and hospitality industry • The contemporary role of ICT in the tourism and hospitality industry • e-Tourism: technology supported supply and demand

2. Understand the emergence of the e-tourism concept and its associated theories.	2.1 Critically review the emergence of the e-tourism concept. 2.2 Critically evaluate how OTAs and meta-search impact the development of the tourism and hospitality industry. 2.3 Critically analyse how consumers and businesses make use of the internet in the tourism marketplace.	<ul style="list-style-type: none"> • e-Tourism and accessibility • Technology and the consumer • Mobile tourism and wireless systems • ICT as a platform for B2C and B2B communications • Online distribution • Multi-channel and Omni-Channel strategy • Online marketing including Search Engine Optimisation (SEO) and Pay-Per-Click (PPC) campaigns • Destination Management Systems • Smart destinations • Tourists and technology - from GPS to Virtual visitor guides • Relations between technology and competitive advantage • Social media in the tourism and hospitality industry • Social networking in the tourism and hospitality industry • Working with customer reviews and feedback • Security and electronic commerce
3. Understand the impacts of social media on the tourism and hospitality industry.	3.1 Critically evaluate the importance of the social media for international tourism marketing. 3.2 Critically review the impact of social media on destination marketing. 3.3 Critically analyse the impact of social media and social review sites on tourism and hospitality organisations.	
4. Understand the legal and ethical implications of technological change in the tourism and hospitality industry.	4.1 Critically analyse the importance of security in the implementation of technology for the tourism and hospitality industry. 4.2 Critically assess the importance of data protection to the implementation of technology in the tourism and hospitality industry.	

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative Reading list

Core Text:

Mariani, M., Baggio, R., Buhalis, D. & Longhi, C. (2014) *Tourism Management, Marketing and Development: The importance of networks and ICTs*. London: Palgrave MacMillan

Additional reading:

European Travel Commission (2013) *Handbook on e-marketing for tourism destinations*. Brussels: WTO

Lytras, M., Ordóñez de Pablos, P., Damiani, E. and Diaz, L. (2011) *Digital Culture and E-Tourism: Technologies, Applications and Management Approaches*. London: Information Science Resources

Sigala, M., Christou, E., Gretzel, U. (2012) *Social media in travel, tourism and hospitality: Theory, practice and cases*. London: Ashgate

Egger, R. and Buhalis, D. (2008) *E-Tourism Case Studies*. Oxford: Butterworth-Heinemann

Organisational Behaviour in International Contexts

Unit Reference Number	H/616/2698
Unit Title	Organisational Behaviour in International Contexts
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	100 Hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Structure	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' understanding of a range of theoretical and empirical approaches to organisational behaviour in the tourism and hospitality industry. Learners will examine concepts of culture and its multifaceted impacts on managerial behaviour. Learners will review and analyse issues that managers have to meet and resolve. Learners will gain a detailed grounding in managing in different cultural contexts and in the management of diverse individuals, groups and teams.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative Content
1. Understand organisational behaviour theories to the tourism and hospitality industry.	1.1 Critically analyse the management structure of a tourism or hospitality organisation using models of organisational behaviour. 1.2 Critically evaluate the objectives of a tourism or hospitality organisation. 1.3 Critically evaluate how well the structure of an organisation helps it to achieve its objectives.	<ul style="list-style-type: none"> • The structure of the Tourism and Hospitality Industry • The evolution of management theory • Significant management theories in the contemporary tourism and hospitality industry

2. Understand the performance of an international organisation in relation to its external environment and internal structures.	2.1 Critically evaluate the performance of an international tourism or hospitality organisation using company and market data. 2.2 Recommend ways for an international tourism or hospitality organisation to modify its structure or objectives to increase its profitability.	<ul style="list-style-type: none"> • The evolution of service industries • Organisational goals and strategy • Corporate Social Responsibility • Cultural approaches to management • Cultural diversity and the workforce • Human Resources Management • Recruitment and Selection • Managerial work in the tourism and hospitality industry • Management styles • Leadership in the tourism and hospitality industry • Leadership styles • Organisational structure • Motivation • Job satisfaction • Employee performance • Group behaviour and performance • Conflict management
3. Be able to evaluate cross-cultural management trends and developments and their implications for the tourism and hospitality industry.	3.1 Critically review theories of cross-cultural management. 3.2 Review the emergence of the cultural diversity concept and its implications for the tourism and hospitality workforce. 3.3 Critically evaluate how tourism and hospitality organisations can implement models of cross-cultural human resource management.	
4. Understand developments in international human resources management and their implications for organisations in the tourism and hospitality industry.	4.1 Critically review the emergence of the international human resources function in tourism and hospitality organisations. 4.2 Critically evaluate the importance of leadership and management skills in the international tourism and hospitality industry. 4.3 Critically analyse models of motivation and teamwork that are important to the tourism and hospitality industry.	

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Indicative Reading list

Core Text:

Mullins, L. and Dossor, P. (2013) *Hospitality Management and Organisational Behaviour*. 5th Edition. Harlow: Prentice Hall.

Additional reading:

Baum, T. (2006) *Human Resource Management for Tourism, Hospitality and Leisure: An International Perspective*. London: Cengage

Beech, J. and Chadwick, S. (2005) *The Business of Tourism Management*. London: FT Prentice Hall

Boella, M. and Turner, S. (2013) *Human Resources in the Hospitality Industry: A guide to best practice*, Abingdon: Routledge

Nickson, D. (2012) *Human Resource Management for the Hospitality and Tourism Industries*. Abingdon: Routledge

Advanced Research Methods

Unit Reference Number	D/616/2697
Unit Title	Advanced Research Methods
Unit Level	7
Number of Credits	20
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	100 Hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Structure	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' research skills, examining and critiquing a range of research paradigms and techniques, together with their application to tourism and hospitality research. The unit will provide learners with the skills and knowledge required to identify and investigate problems and issues within tourism and hospitality and to apply appropriate research methods.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative Content
1. Be able to critically evaluate research philosophies and their application to tourism and hospitality research.	1.1 Critically evaluate philosophical approaches to research in a management context. 1.2 Critically review research in the field of tourism and hospitality management from a range of research paradigms.	<ul style="list-style-type: none"> • Research philosophy – the ontology, epistemology, axiology and rhetoric of research • Review of contemporary debates within the areas of social science and tourism and hospitality studies • Research idea generation • Completing a literature review • Approaches to research design • Reliability and validity • Quantitative methods
2. Understand the role and approaches to research in a tourism and hospitality context.	2.1 Critically evaluate the role of research in the management and growth of tourism and hospitality organisations. 2.2 Critically review the development of academic research in the area of tourism and hospitality management. 2.3 Critically assess methodological approaches	

	to researching management problems in the tourism and hospitality industry.	<ul style="list-style-type: none"> • Techniques for the analysis of quantitative data • Qualitative methods • Coding and classifying qualitative data • Qualitative methods – using computers to analyse qualitative data. • Sampling strategies • Access to data • Research ethics • Writing up a research project
3. Be able to plan research projects.	3.1 Apply a chosen research paradigm to the design of a research project. 3.2 Review appropriate methods for carrying out research into a tourism or hospitality management problem. 3.3 Develop a plan to carry out research.	
4. Be able to critically analyse a range of data to produce research outputs.	4.1 Analyse data collected for research using an appropriate methodology. 4.2 Present qualitative or quantitative data for an academic audience. 4.3 Draw conclusions from data collected against the research parameters.	

Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Research Project	4500 words

Indicative Reading list

Core Text:

Saunders, M, Lewis, P. and Thornhill, A. (2007) *Research Methods for Business Students. 4th Edition.* Harlow: Prentice Hall.

Additional reading:

Bryman, A. and Bell, E. (2011) *Business Research Methods.* Oxford: Oxford University Press

Collis, J. and Hussey, R. (2013) *Business Research: A practical guide for undergraduate and postgraduate student. 4th Edition. Basingstoke: Palgrave Macmillan.*

Mayo, B. (2014) *Planning an Applied Research Project in Tourism, Hospitality and Sports.* London: John Wiley & Sons.

Veal, A. (2011) *Research Methods for Leisure and Tourism.* London: FT Prentice Hall

Journals

- *Annals of Tourism Research*
- *Current Issues in Tourism*
- *International Journal of Event Management Research*
- *International Journal of Culture, Tourism and Hospitality Research*
- *International Journal of Tourism Research*
- *Journal of Policy Research in Tourism, Leisure and Events*
- *Journal of Travel Research*
- *Tourism Analysis*
- *Tourism Recreation Research*

IMPORTANT NOTE

Whilst we make every effort to keep the information contained in programme specification up to date, some changes to procedures, regulations, fees matter, timetables, etc may occur during the course of your studies. You should, therefore, recognise that this booklet serves only as a useful guide to your learning experience. For updated information please visit our website www.othm.org.uk.