

SCHOOL OF EVENTS, TOURISM & HOSPITALITY MANAGEMENT

LEVEL 4 – 1ST YEAR UNDERGRADUATE

Module information	Semester	ECTS
<p>Delighting the Consumer</p> <p>Module Description: The ever-increasing demands of the consumer is the biggest single challenge facing hospitality businesses in the 21st Century. This module will explore how to identify target customers, understand their needs and develop products and service offers which meet them. It will then go beyond this to ensure that students are able to plan products and services which exceed customers' requirements and genuinely delight them, rather than simply satisfy their needs. It will do this by considering and applying key concepts including the marketplace; market segmentation, positioning and targeting and consumer behaviour to hospitality businesses.</p> <p>Module content: Content will, as appropriate, be drawn from: Segmentation typologies; Positioning and targeting methodologies; Consumer behaviour; Consumer decision making; Marketing mix; and Product and service characteristics – features and benefits.</p> <p>Assessment: Project 50%; Project 50%</p>	Autumn	10
<p>Hospitality in the 21st Century</p> <p>Module Description: Hospitality is much more than just the industry. It has a long history and tradition at the centre of social, cultural and economic activity across the world. This module will enable students to understand the origin, meanings and development of the concept of hospitality. Students will also be able to define the characteristics that define the hospitality industry. This module will enable students to appreciate that hospitality exists from a personal non-commercial exchange through to a global multibillion dollar industry. This module will also explore the diversity of the sectors and businesses within those sectors and consider how these businesses operate efficiently and effectively to achieve success now and in the future.</p> <p>Module content: Content will, as appropriate, be drawn from: Definitions of hospitality; Social and cultural impact of hospitality; The development of hospitality from a historical perspective; Hospitality as a commercial and non-commercial transaction; Industry overview and identification of sectors; Consideration of individual sectors; Identification and review of key players including operators, professional bodies and supporting companies; Key trends and developments in the business environment; and General business performance indicators and measures.</p> <p>Assessment: Essay 30%; Report 70%</p>	Autumn	10
<p>Event Planning</p> <p>Module Description: The discipline of planning is a core skill for event management. As events are one-off occurrences it is vital, in advance, to consider how they will be delivered in a systematic manner. As a result, event planning has developed into a sophisticated area of management and there are many planning models that have been devised to provide a structure through which this thought can happen. This module will use these planning models to provide a framework through which the</p>	Autumn	10

<p>student will investigate how events are conceived, designed, controlled, delivered and evaluated.</p> <p>Module content: Content will, as appropriate, be drawn from: The Event Planning Process; Event Planning Models; Understanding event briefs; Financial and nonfinancial SMART objective setting; Event resource identification; Assessing event venue suitability and layout; Budgeting; Recording financial transactions; Procurement and outsourcing procedures; Event credit management; The project management approach to Event Planning; Event planning software; Managing on-site event logistics; Production schedules; and Event evaluation.</p> <p>Assessment: Individual report 50%; Group presentation 50%</p>		
<p>Events in Society</p> <p>Module Description: The purpose of this module is to examine the development of the events industry, looking closely at the past, present and future of the industry. A full range of sectors within the industry will be covered. Students will explore the societal factors that have influenced the development of the events industry and, conversely, how events have also shaped society. The module will explore the cultural origins of modern day events taking sociological, historical and political perspectives whilst also considering the impacts of events. Lastly, future industry trends of the events industry will be explored.</p> <p>Module content: Content will, as appropriate, be drawn from: Event typologies, Introduction to society, culture and the role of events, Historical origins of events, Event meanings and rituals, Sociological needs and impact, Events as leisure, Gender roles and event inclusion, Protest movement and mobilisation, Events as attractions, Globalisation, Professionalisation and strategies of the events industry and Future trends.</p> <p>Assessment: Presentation 30%; Essay 70%</p>	Autumn	10
<p>Sports Events & Society</p> <p>Module Description: The purpose of this module is to provide students with a sociological framework of the evolution of sporting events throughout the ages. Students will be introduced to contemporary sociological issues which influence the design and delivery of sporting events. Students will identify the key elements that impact on sporting events. Students will also consider the role and importance of the global society in the hosting of sporting events.</p> <p>Module content: Content will, as appropriate, be drawn from: Introduction to the sociology of sporting events, Conceptualising sporting events, Sporting events and global culture, Changing role of sport in society, Politicisation of sporting events, Media influence on sporting events, Sporting event impacts, How culture influences sporting events, Sporting events and social media, Predicting the future of sporting events.</p> <p>Assessment: Digital Presentation 40%; Essay 60%</p>	Autumn	10
<p>Complexities in Tourism</p> <p>Module Description: This module familiarises students with the complexities of tourism both as a social phenomenon and as a field of study. Students are guided through the complex dimensions of tourism through innovative approaches to learning based on reflections and personal experiences. The module focuses on the inter-connections between topical and controversial themes which underpin tourism and its sociological dimensions. These include: evolution of tourism to the present day; stakeholders; power; ethics and impacts of tourism. The module provides students with an appreciation of the key components of tourism. This will facilitate the development of critical thinking and an appreciation of the links between topics within the module and with other modules across the semesters.</p>	Autumn	30

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<p>Module content: Content as appropriate will be focused on: Evolution of tourism; Stakeholders in tourism; The commercial realities of tourism as a business; Leiper’s concept of tourism flows and systems; Impacts of tourism; The triple bottom line of sustainable tourism; and Global versus local.</p> <p>Assessment: Written assignment (typically essay) 40%; Group work (typically presentation, debate or digital medium) 60%</p> <p>Cultures, Ethics and Tourism Encounters</p> <p>Module Description: The travel and tourism industry is a service industry and often framed as a ‘people industry’. Tourism is produced and consumed by ‘people’ and, as a global phenomenon, results in different types of encounters within a vast array of destinations and cultures. Such social geographies are at the heart of this module while students explore cultural diversities and ethical frameworks, as well as assess their own cultural disposition and underlying ethics as a tourist, resident, and worker within the tourism industry. The concepts of cultures and ethics will build the foundation for understanding tourists’ motivation and behaviours and impacts on host communities that result from tourism encounters.</p> <p>Module content: Content as appropriate will be focused on: Cultural differences and stereotypes; Ethics and moral decision-making; Tourist demographics and typologies; Tourist motivation and behaviours; Host communities and tourism workers; Types of encounters; Issues arising from encounters e.g. demonstration effect, cultural damage; Staging and authenticity; Tourism participation and exclusion; and Power relationships.</p> <p>Assessment: Written assignment (typically report) 40%; Group work (typically presentation, debate or digital medium) 60%</p> <p>Insights into Industry</p> <p>Module Description: This module provides student with a comprehensive introduction to the wide-ranging and inter-related elements that that make up the contemporary, global tourism industry.</p> <p>Module content: Content will, as appropriate, be drawn from: The scope of the tourism industry; The inter-relationship between industry sectors including (but not limited to) accommodation, transportation, attractions, tour operators and intermediaries; The private sector – profitability and accountability; The role of the public sector in tourism; International governing bodies in tourism (e.g. UNWTO, UNESCO, UNEP, IATA, ATOL); and A consideration of the role of National Tourism Organisations, Destination Marketing Organisations and international and national trade associations such as WTTC, ABTA.</p> <p>Assessment: Written Assignment (typically portfolio) 40%; Group work (typically presentation, debate or digital medium) 60%</p>		
<p>Delivering Profitability</p> <p>Module Description: The module is all about delivering profitability and as such will introduce the key documents used and the key ways of analysing those using performance and efficiency ratios. It will explain how these, along with other key factors such as break even and variances can be used as business analysis tools. Whilst majoring on profitability it will also look at cash and cash flows as without cash no business can survive. Students will be actively encouraged to bring in examples from the businesses they work in to discuss and debate, there will be case studies to bring the information to life and there will be close links to industry to involve students in real life examples.</p>	Spring	10

<p>Module content: Content will, as appropriate, be drawn from: cash flows, cash flow forecasts, P&Ls – including sales, sales growth/promotions, costing, cost control including cost centres, apportionment, profitability and efficiency, product management, sales mix and budgeting.</p> <p>Assessment: Exam (Mini Exam x3) 30%; Exam 70%</p>		
<p>Organisation Behaviour and Design</p> <p>Module Description: This module develops an understanding of how best to design the structure and culture of departments in a variety of hospitality organisations in order to coordinate employees’ behaviours to ensure the efficient and effective day to day operation of the unit. To do this, the module will develop an understanding of the psychology of employees and group dynamics in the hospitality industry. This will enable students to successfully organise and coordinate employees now and in the future.</p> <p>Module content: Content will, as appropriate, be drawn from: Literature that concentrates on labour market theory and the composition of the labour force in the hospitality industry; Literature that concentrates on a range of terms and concepts, such as organisation structure and culture employed in organisation design and coordination and the relationship between organisation structure and culture and associated concepts; A variety of organisation theories of structure and culture such as controlling mechanistic organisation structures and conformity cultures intended to promote continuity and efficiency and flexible organic organisation structures and discretionary cultures intended to promote change and effectiveness; The impact of factors such as; globalisation, the labour force, organisation type, technology etc; on organising and coordinating employees’ behaviours; and Research methods, analysis and ethics related to the study of the organisation design of a hospitality business unit in terms of the coordination of service behaviours from the perspective of a ‘mystery customer’.</p> <p>Assessment: Essay 30%; Essay 70%</p>	Spring	10
<p>Managing Event Organisations</p> <p>Module Description: The purpose of this module is to introduce the principles of management of events organisations. The module will explore topics such as organisational goals and objectives, leadership, team building, organisational structure and cultural, motivation and delegation. External factors, such as CSR and stakeholders, which influence the management of an event organisation. This module enables students to examine and identify the key theories and principles of managing event organisations and provides them with required skills and theories to manage people and projects, group dynamics, and bureaucracies, as well as compare and contrast public versus private sector organisations. This module also equips students with skills of self- reflection on practice and employability.</p> <p>Module content: Content will, as appropriate, be drawn from: Organisational structure; Organisational culture; Leadership and team building; Behavioural management; Motivation; Communication; Authority, responsibility and accountability; Delegation; Organisational goals, objectives and missions; Events management careers/employment; and Group Dynamics from an organisation perspective.</p> <p>Assessment: Coursework 50%; Exam 50%</p>	Spring	10
<p>Staging Safe Events</p> <p>Module Description: This module identifies how different organisations come together to produce events that are both safe and legally compliant. It introduces the concept of risk and how the process of risk assessment is used to identify and mitigate the potential hazards that events can impose on workers, participants, attendees and</p>	Spring	10

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<p>the public. The module will identify key health and safety legislation as well as details of resources that can be used to control risk and make events safer; then looks at how the event manager interacts with government and legal bodies to ensure that their event complies with the law.</p> <p>Module content: Content will, as appropriate, be drawn from: English Law, the Courts and Events; Principles of Risk Assessment; Event Stewarding and Security; Issues with managing Food, Drink, Toilets and Waste at events; Health and Welfare Services; Provision for those with Special Needs; Traffic Management; Event Infrastructure/Detailed Site Planning; Health & Safety Inductions/ Site Safety/CDM 2015 compliance; and Licensing Law and Procedures for Events.</p> <p>Assessment: Event-based Practical Assessment 50%; Exam 50%</p>		
<p>Sport Event Organisation</p> <p>Module Description: The purpose of this module is to provide students with an understanding of some of the key concepts, theories and practices involved in understanding the management of sport event organisations. Students will be introduced to organisational theory and will be encouraged to consider some of the opportunities and challenges involved in operating in a global sports event environment.</p> <p>Module content: Content will, as appropriate, be drawn from: Introduction to management theories; Organisational structures; Leadership versus management; Group dynamics; Organisational cultures; Motivation; Managing conflict in sports organizations; Sports organizations in a global context; Managing diversity (ethics, inequality).</p> <p>Assessment: Coursework 50%; Exam 50%</p>	Spring	10
<p>Management and the Tourism Workforce</p> <p>Module Description: Management and employees are a fundamental component of the tourism industry. Employees help shape and crucially deliver the tourism experience to consumers, and management both manage resources and may lead organisations. This module will equip students with an understanding of the roles and functions of management and employees. It also introduces the idea that management and employees may view organisations from different perspectives and that this in turn is informed by the organisational context.</p> <p>Module content: Content will, as appropriate, be drawn from: The tourism organisational environment – service characteristics, ownership types, labour markets; Understanding organisations and how and for whom they function; Economics of employment for organisations; Role and purpose of management - leadership styles and consequences; Understanding the role of work and employment; The reality of tourism work – emotional labour; and Diversity in employment- from management and worker perspectives – need for communication and communication types, motivation.</p> <p>Assessment: Written assignment 70%; Group portfolio 30%</p> <p>Marketing the Tourism Experience</p> <p>Module Description: This module provides students with an insight into the fundamental principles of marketing and how these are used to communicate the tourism experience to different audiences or market segments. Marketing pervades almost every aspect of day-to-day life and students will already have been exposed, as consumers, to the broad range of tools and approaches used to convince them to purchase trips to specific destinations. In this module students will explore marketing from the perspective of commercial providers and from destination marketing</p>	Spring	30

<p>organisations, and will gain an appreciation of how effective marketing communications can be in influencing consumer decision-making.</p> <p>Module content: Content will, as appropriate, be drawn from: The marketing mix; Market research tools, techniques and audits; Communication approaches; Promotional and advertising techniques; The 'place' aspect of marketing, including distribution channels; Finance for marketing; Marketing planning; Digital communication and marketing tools; and Marketing ethics.</p> <p>Assessment: Written Assignment (typically portfolio) 40%; Group Portfolio 60%</p> <p>Understanding Tourism Experiences</p> <p>Module Description: The tourism experience is at the heart of the travel and tourism phenomenon. From a tourist perspective, the prospect of having an enjoyable experience influences their travel decisions and product choices. Living in an experience economy, we have to understand how tourists' self-identities and sociocultural contexts influence their desire for a quality tourism experience. From an industry perspective, it is vital to understand what shapes and drives demand in specific products and services, and more importantly what are the key aspects of their development and delivery. The module therefore will explore aspects of service and product development as well as delivery, which are influenced by demand and supply, push – pull factors, packaging and design, service quality, and the interpretation of tourism experiences.</p> <p>Module content: Content as appropriate will be focused on: The experience economy; Tourism demand and supply, including the economics of supply and demand; Tourism geographies and tourism flows; Tourism mobility and tourist self-identity; Tourism products and services; Quality tourism experiences; Product and service evaluation; Product and service design and development; Service quality; and Guiding and interpretation.</p> <p>Assessment: Written Assignment (typically Report 35%; Group Portfolio 65%</p>		
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LEVEL 5 – 2ND YEAR UNDERGRADUATE

Some modules will have pre-requisite requirements which you must meet before study commences. It is important that you pay particular attention to this to ensure that you have the necessary level of study to take these modules.

Module information	Semester	ECTS
<p>Destination Management</p> <p>Module Description: The module critically appraises the planning, development and management of international tourism destinations. It develops students' abilities and skills to understand and analyse the social, political, economic, and environmental contexts within which destination management takes place at international and national, regional and local levels. The different aspects of destination management is considered and evaluated in the context of diverse political, environmental, community and commercial interests. The module relates concepts, theories and models of sustainable tourism development to the processes of policy development, planning and the management of impacts of tourism within diverse tourism destinations.</p> <p>Module content: Content will, as appropriate, be drawn from: Tourism theoretical frameworks relating to destination management; Destination resources, images and competitiveness; Tourism planning, policy and governance; DMOs and visitor management; Analysis of the relationships between stakeholders at different levels and the involvement of community in destination management; Destination management in different geographical and cultural contexts; Social, economic, political and environmental impacts of tourism; Assessment of carrying capacity and limits to acceptable change at tourism destinations; Principles of sustainability and the challenges of managing sustainability; Emerging concepts and approaches in destination management research.</p> <p>Assessment: Written Assignment (typically essay) 50%; Group report 50%</p> <p>Trends in Tourism</p> <p>Module Description: This module introduces students to the constantly changing nature of the tourism industry with a specific focus on emerging forms of tourism. An analytical approach will be adopted to gain an understanding of the key drivers that affect change within international tourism. The module will enable students to identify and critically reflect on the implications of these changes for stakeholders within the tourism sector.</p> <p>Module content: Content as appropriate will be focused on: Social, technological, economic, environmental, political, legal and ethical forces affecting change in tourism; Post-Fordism – the emergence of niche and special interest tourism and how these respond to, and are influenced by, STEEPLE factors; Globalisation and internationalisation (markets, providers); Future trends and forecasting; Scenario planning & horizon scanning.</p> <p>Assessment: Written Assignment 60%; Group report 40%</p> <p>Entrepreneurship, Innovation & Practice for Tourism</p> <p>Module Description: This module builds upon students' knowledge of destination management, trends and the tourism industry developed in Level 4. It provides students with a deeper understanding of entrepreneurship, innovation, business planning and operations within the tourism industry, through the context of entrepreneurial practice within a destination.</p>	Autumn	30

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<p>Module content: Content will, as appropriate, be drawn from: Entrepreneurship and innovation - what does it look like in tourism; Challenges of product development & innovation in destinations including forecasting demand and capacity management; Legal considerations; Segmentation – theories and models; Understanding the tourist offer and experience / product linked to market fit and implications for positioning; Audit: seasonality and customers; Competitor analysis; Tourism employment trends and characteristics; Diversity and segregation in tourism employment within destinations; Managing seasonality and fluctuations in employment.</p> <p>Assessment: Group report 70%; Group presentation 30%</p>		
<p>Human Resource Management & Development</p> <p>Module Description: The aim of the module is to encourage students to learn about human resources in the hospitality industry. The module will encourage students to learn about recruitment, selection, training and development methods available to the hospitality industry. The module will enable students to select the most appropriate methods for a variety of jobs in the contemporary hospitality industry. The module will ensure that students are critical and questioning regarding human resource practices in the hospitality industry. The module will prepare students to be more effective operational and human resource managers.</p> <p>Module content: Content will, as appropriate, be drawn from: The concept of human resource management; The range of recruitment, selection, training and development methods available to the contemporary hospitality business manager and or hospitality human resource manager; The module will then enable students to choose which methods are the most appropriate in any particular hospitality business context; Students will be encouraged to think about these methods from both an employer and a potential employee’s perspective.</p> <p>Assessment: Essay 50%; Interactive Interview 50%</p>	Autumn	10
<p>Influencing the Consumer</p> <p>Module Description: Communicating with consumers to influence their behaviour is a major priority for any hospitality business. Managers are required to communicate with their target market, before, during and post consumption; through a variety of communication/media channels. This module will address the many ways that communication is possible in the hospitality industry today – both theoretically and practically. This module will enable students to recommend effective communication strategies and tactics that will influence consumers to engage with hospitality businesses.</p> <p>Module content: Content will, as appropriate, be drawn from: Communication and promotion theory; The promotion mix; Integrated marketing communications; Offline and online communication; Communication channels; Monitoring and evaluating media.</p> <p>Assessment: Project Output 30%; Portfolio 70%</p>	Autumn	10
<p>Sport Media & Culture</p> <p>Module Description: The purpose of the module ‘Sport, Media and Culture’ is to provide students with an understanding of the cultural influence of the mass media on sports events. It encourages students to engage critically with different explanations of mass media in contemporary societies. Students will be introduced to theories of the mass media and they will be able to analyse the role of the mass media in the delivery of sports events. Students should be able to critique how the mass media represents different sports communities.</p> <p>Module content: Content will, as appropriate, be drawn from: Theories of Mass Media; New Media Technologies; Representation of social groups; Media influence and Power; Media industries; Media analysis; Video games; Sports films; Media and</p>	Autumn	10

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<p>the Commercialisation of Sport; Celebrity Culture; Consumption and Fandom; Media and mega-events. Assessment: Group Presentation 25%; Essay 75%</p>		
<p>Event Law & Business Administration</p> <p>Module Description: The purpose of this module is to develop understanding of the requirements of law that relate to the production and management of events. The module reviews of English and International Law and the legal processes which impact on event management. Specific areas of health and safety, intellectual property and licensing requirements are examined in detail. Legal enforcement mechanisms and strategies for compliance will also be considered. Students will explore the processes for the establishment of an events management organisation as a legal entity. They will examine the requirements for the employment of staff and the forming of legal relations with contractors, clients and other stakeholders.</p> <p>Module content: Content will, as appropriate, be drawn from: Fundamentals of English and International Law and the roles of local and national governments and international bodies relevant to events; International Business Context; Business law, limited liability company, plc and charitable status; Business ethics, governance, fiduciary duties of directors, contracts; Premises licensing law and procedures for events; Health and Safety Law and risk management; Health and Safety Regulations, their codes of practice and official guidance; Specific law for sports premises and conduct within the context of sports events; Other legal matters relevant to events: intellectual property, trading standards, tax and financial obligations, insurance requirements, discrimination and human rights; Employment Law, conduct of staff recruitment and the law in Human Resources practice; Self-employed and freelance status; Administrative and digital procedures relating to legal compliance and sound business practice.</p> <p>Assessment: Report 40%; Exam 60%</p>	Autumn	10
<p>Critical Issues in Tourism</p> <p>Module Description: This module explores the potential risks, threats and unforeseen events that can impact on tourism businesses. These might include factors such as economic & social change; climate change & extreme weather events; armed conflict & terrorism; migration & forced human trafficking and resource scarcity. As a result of detailed examination of how the travel industry has responded to such challenges in the past, the module will develop students' knowledge and awareness of how international tourism business can respond to such negative impacts with a planned and well-managed approach. As such, the module draws on literature on risk management and crisis recovery as well as ethical decision-making, Corporate Social Responsibility (CSR) and standard business planning.</p> <p>Module content: Content as appropriate will be focused on: Academic & practitioner definitions of risk and crisis; Internationalisation and the contemporary global economy; Types of risk affecting international tourism businesses in the 21st century; Identifying, planning for and managing risk at the corporate level; Crisis management; Scenario-planning and horizon scanning; Corporate Social Responsibility in theory and in practice.</p> <p>Assessment: Timed assessment 50%; Group report 50%</p> <p>International Tour Operations</p> <p>Module Description: This module builds upon knowledge of organisational management and the tourism industry developed in Level 4. It provides students with a deeper understanding of operational management and business planning within the tourism industry, through the creation of an internationally located holiday product.</p>	Spring	30

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<p>Module content: Content will, as appropriate, be drawn from: Brand management; Integrated Marketing Communications; Campaign planning; Promotion and distribution of the product (link with marketing); Operations management in the service sector; Challenges of tour operations: product development, product portfolio planning, yield management and outsourcing; Financial matters: contracting, costs and costing, cash flow, exchange rates, pricing and profitability, budgets. return on Investment (ROI) in business and for marketing; Cost: benefit analysis; Legal and ethical implications affecting tour operators and the package holiday industry; Managing diverse work forces; Recruitment and selection; Training and development; Reward management; Diversity management; Grievance and discipline.</p> <p>Assessment: Group report 60%; Individual Presentation 40%</p> <p>Applied Tourism Research</p> <p>Module Description: This module will develop students' understanding of market research, academic research and consultancy projects in tourism. Students will focus on research processes, project management and time management. As such, the module offers a foundation in tourism research that will be valuable for placement projects, dissertations and applied business research.</p> <p>Module content: Content as appropriate will be focused on: Introduction to tourism research; Research ethics; Uses of research by businesses and destination managers; Project and time management for research projects; Problem-solving approaches; Tools and technology for data gathering; Preparing compelling presentations of research findings.</p> <p>Assessment: Written assignment (typically report) 40%; Group report 60%</p>		
<p>Managing & Leading People</p> <p>Module Description: Students will examine a range of theories to create a pragmatic, contingency, process model of management and leadership that can be used to take the hospitality business unit forward dealing with individuals and groups across a variety of departments and situations. The aim is to develop a rigorous and relevant management and leadership model that can be continually developed throughout students' careers based on ongoing academic research and personal career experiences which can be used to drive the development of the business unit. Students will also be supported in the creation and delivery of a persuasive, inspirational speech.</p> <p>Module content: Content will, as appropriate, be drawn from: Literature that concentrates on management and leadership terminology and concepts employed in both academic and practitioner publications; The relationship between management and leadership in theory and in practice; A variety of management and leadership theories, models and styles and a variety of theories, models and styles related to followership and subordination; The relationship between management and control, order, stability, continuity and efficiency and the relationship between leadership and flexibility, adaptation, effectiveness and entrepreneurship; The use of rhetoric, inspiration, persuasion and charisma in leadership and the use of orders, instructions, rewards and punishments in management; Psychological studies of clinical and subclinical management and leadership behaviours; Social psychological studies of social influence underpinning management and leadership such as obedience, authority, inspiration, charisma, persuasion; The impact of globalisation on leadership and management; A study of content, structure, rhetoric, body language, kinesics and vocal variety applied to the analysis of speeches.</p> <p>Assessment: Essay 50%; Oral assessment and presentation 50%</p>	Spring	10
<p>Financially Based Decision Making</p>	Spring	10

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<p>Module Description: The purpose of this module is to develop the management accounting perspective looking at financial accounting and linking department and unit finance to company finance. By the end of the module students will understand how they can use their financial resources to make decisions and to take a hospitality business forward. They will learn how to develop and improve performance at department, unit and organization level in terms of sales, market share, cost control, productivity and service.</p> <p>Module content: Content will, as appropriate, be drawn from: Cash flows and P&Ls and balance sheets; Business entities, key stakeholders, annual reports, sources of and importance of cash; Combining department P&Ls for unit P&Ls and then to organization P&Ls; Key terms such as accruals, prepayments, creditor/debtor management, assets/liabilities/equity; Profitability and efficiency ratios; Investment/liquidity/gearing ratios will be introduced.</p> <p>Assessment: Exam 40% (2 mini exams); Report 60%</p>		
<p>Managing the Event Workforce</p> <p>Module Description: The purpose of the module is to develop understanding of the nature of work in the events industry and its implications for effective Human Resource Management (HRM). It will introduce best practice HRM as well as exploring current debates in a number of key workforce management areas relevant to the events industry. The module also looks at ways of leveraging individual and team performance whilst ensuring workers are treated fairly.</p> <p>Module content: Content will, as appropriate, be drawn from: Introducing HRM, HRM context, Functions of HRM; Nature of employment in events (international labour market, casual workers, volunteers, freelance and self-employment); Diversity in the events workforce; Gender issues; Emotional and aesthetic labour; Volunteer management; Managing labour turnover; Recruitment and selection; Induction and training; Performance management; Managing discipline and grievances.</p> <p>Assessment: Essay 50%; Exam 50%</p>	Spring	10
<p>Event Production</p> <p>Module Description: A full range of equipment and events examples will be considered throughout the 12 weeks, enabling students to understand and to an extent, experience the full event production process. Event production in diverse areas of the events industry will be explored. The focus being very much upon developing an understanding of the practical specialist areas that are involved in events, such as Power, Staging and Structures, Sound, Lighting and Special Effects. This will enable students, as future event professionals, to respond to event production challenges. The emphasis upon the safe and legal use of event equipment, hardware and working with specialist staff will be coupled with the need for the imagination necessary to produce truly memorable events that fulfil or exceed stakeholders, participants and audience expectations. Particular hazards and problems that can arise in each 'event space' type will be both highlighted and examined in depth. The importance of the event production team and a full appreciation of specialist staff will be developed. This is both in terms of understanding their requirements and the specialist terminology they use and what is entailed in managing their work.</p> <p>Module content: Content will, as appropriate, be drawn from: Site & Venue Design & Layout, Indoor and Outdoor, technical specifications; Production Schedules, show times, build/ breakdown schedules; Site rules & Site supervision application of CDM 2015 Regulations; Range of Production Risk Assessment Controls; Competence, Training and Certification; Event Venue / Site Communications; Event Fire Safety; Power – Indoor & Outdoor; Lighting –Stage, Stand, Venue, Lighting Systems & Design, adherence to Working at Height Regulations; Temporary Demountable Structures-</p>	Spring	10

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Stages, Marquees, Grandstands, Exhibition stands etc; Public Address & Sound Systems adherence to Noise at Work Regulations; Event Site Technology - connectivity, Wi-Fi and RFID; Events with TV & Radio; Fireworks, Lasers and SFX. Assessment: Exam 50%; Practical Assessed Structure Scenarios (under exam conditions) 50%		
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LEVEL 6 – FINAL YEAR UNDERGRADUATE

These modules are only available to students in their final year of studies at their home university. It is important that you pay particular attention to this to ensure that you have the necessary level of study to take these modules.

Module information	Semester	ECTS
<p>Strategic Decision Making (Hospitality)</p> <p>Module Description: The module introduces students to the principles and processes of thinking and managing strategically. A range of tools and techniques appropriate for more effective and evidence-based decision-making in hospitality organisations will be introduced and utilised. The skills and understanding to implement these strategic decisions effectively will be developed within the context of strategic management.</p> <p>Module content: Content will, as appropriate, be drawn from: Strategic Objectives/Mission and stakeholders; The need for ambidexterity and resilience; Internal analysis including: Measuring Performance and Financial Analysis / Portfolio analysis / Operational and value analysis, creation of competitive advantage / Structure, culture and leadership; External analysis including: The micro competitive environment / The macro environment; Strategic decision making including: Strategy generation, choice and growth; Strategic implementation; Management of change and risk; Strategic applications & simulation; Finance, Marketing and Human Resource Management. To accompany this content, the following skills will be developed in this module: Critical evaluation skills; Problem solving techniques; Reflective practice.</p> <p>Assessment: Report 100%</p>	Autumn	10
<p>Quality Improvement Strategies</p> <p>Module Description: The purpose of this module is to enable the student to critically examine quality management in the context of hospitality operations and its contribution to organisational success. It will focus on how the business can be effectively managed using theories and concepts of quality management.</p> <p>Module content: Content will, as appropriate, be drawn from: Service operations management; The service concept; Customer/supplier relationships; Customer expectations and satisfaction; Quality management and performance measurement.</p> <p>Assessment: Oral assessment and presentation 30%; Report 70%</p>	Autumn	10
<p>International Marketing Strategy</p> <p>Module Description: The need for knowledge and understanding of international markets is paramount for hospitality businesses that want to operate in different geographical locations. This module, therefore, enables students to critically evaluate a range of international market research data, together with marketing theories and concepts that lay the foundations for hospitality businesses that wish to grow internationally. The module includes three key areas: analysis, marketing strategy development and implementation. Using marketing strategies and tools students will be able to explore international marketplace, environment, United Nations/Governments, social and cultural influences and recommend workable solutions for hospitality businesses to grow internationally.</p> <p>Module content: Content will, as appropriate, be drawn from: The international marketplace; Growth strategies of international hospitality businesses; Global marketing environment and culture; International participation, corporate social responsibilities; Market entry strategies; The global marketing mix; Branding; International communication.</p> <p>Assessment: Project Output 100%</p>	Autumn	10

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<p>Tourism & the Media</p> <p>Module Description: This module is concerned with the critical evaluation and application of theoretical perspectives on understanding the role of the media in relation to tourism. Students evaluate the production, circulation and interpretation of media images and texts relating directly and indirectly to tourism. They will critically review the media representations of tourist destinations and products. The students will also address the development of new forms of media and their implications and applications of tourism.</p> <p>Module content: Content will, as appropriate, be drawn from: Media theoretical approaches and their applications in Tourism Studies, Categorisations of media and tourism, Media representations of destination areas, New and emerging media and their implications and applications in tourism, 'Screen Tourism' – tourism, film and TV outputs, Public relations, Corporate Communications and Tourism, Guide Books and travel writing, Tourism and fictional texts: literary tourism, Media as Method: Analysing Texts.</p> <p>Assessment: Written Assignment (typically portfolio) 50%; Written Assignment (typically essay) 50%</p>	Autumn	10
<p>Tourism in the Global South</p> <p>Module Description: This module provides students with a comprehensive insight into tourism in less economically developed countries, also referred to as the Global South. It builds on the concepts of ethics, sustainability and responsibility that are embedded throughout the course. The module will examine aspects of globalisation and the underlying political and economic processes that initiate and drive economic and social development in developing economies, underpinned by the concept of Responsible Tourism. The module allows students to explore how governing bodies, tourism businesses, travellers and host communities can influence tourism in the Global South, as well as understand possible impacts on socio-economic and environmental systems. Students will be encouraged to consider whether or not tourism is always a force for good or whether there are instances where it creates more challenges than benefits</p> <p>Module content: Definitions and principal characteristics of developing countries; The geography of tourism in developing countries (history, flows, trends) and the differences between tourism in developing and developed countries; Socio-cultural, economic, and environmental impacts of tourism in these destinations; Colonialism and its legacy; International aid and the work of international organisations and the third sector; Planning and stakeholder partnerships; Doing business in developing countries; Responsible tourism, tourists and host communities; and Authenticity and commodification.</p> <p>Assessment: Essay 40%; Report 60%</p>	Autumn	10
<p>Strategic Decision Making (Tourism)</p> <p>Module Description: The module introduces students to the principles and processes of thinking and managing strategically. A range of tools and techniques appropriate for more effective and evidence-based decision-making in tourism organisations will be introduced and utilised. The skills and understanding to implement these strategic decisions effectively will be developed within the context of strategic management.</p> <p>Module content: Content will, as appropriate, be drawn from: Strategic Objectives/Mission and stakeholders; Internal analysis including - Measuring Performance and Financial Analysis, Portfolio analysis, Operational and value analysis, creation of competitive advantage, Structure, culture and leadership, External analysis including - The micro competitive environment, The macro environment Strategic decision making including - Strategy generation, choice and growth, Strategic</p>	Autumn	10

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<p>implementation, Management of change and risk, Strategic applications & simulation, Finance, Marketing and Human Resource Management.</p> <p>Assessment: Written Assignment (typically report) 75%; Written Assignment (typically reflection) 25%</p>		
<p>Future Development of Events</p> <p>Module Description: Event management and event studies are both relatively young fields. They are both currently going through a significant period of evolutionary change. The events industry does not exist in a vacuum and the changing external global environment has had many and varied impacts on its development. An understanding of these factors and how they impact on the development of the industry is vital to the success of event organisation. In this module, students will be expected to undertake self-directed research and present critical arguments and discussions in formative and summative work relating to the future development of events. Students will be expected to adopt a more critical and analytical approach and show the interrelationships and synergies between L6 topic areas.</p> <p>Module content: Content will, as appropriate, be drawn from: Ethical principles and issues; Globalisation; Political change and stability; Sustainability & CSR agendas; World trade and economic growth and change; World conflict and security; Demographic changes; Social trends, tastes and expectations; Technological developments; Cultural changes and influences.</p> <p>Assessment: Seminar presentation and participation 30%; Essay 70%</p>	Autumn	10
<p>Policy and Politics of Sports Events</p> <p>Module Description: The purpose of the module ‘Policy and Politics of Sports Events’ is to provide students with a critical understanding of the complex relationship between government, policy, sport and sports events. Students will be made aware of the main political ideologies and their approaches to sport in the UK. Students will be introduced to the complex relationship between government and sport and they will be able to identify how each can positively and negatively impact upon the practices of the other. They should be able to identify the main political and socio-cultural issues concerned when planning, implementing and evaluating these events.</p> <p>Module content: Content will, as appropriate, be drawn from: Big P and small p politics; Political ideologies; Regeneration and gentrification; Event community impacts; Sport for development; Sport events, conflict and peace; (Re)Producing Sports Events as Media Events; Re-Imagining Event Cities and Host Nations as Global Tourist Destinations; Mega Events vs. Non-Mega Events; Alternative/lifestyle sports and social policy; and The dark side of sport and sports events.</p> <p>Assessment: Sports Events Manifesto 100%</p>	Autumn	10
<p>Strategic Venue Operations Management</p> <p>Module Description: Venue operations management is the co-ordination and control of all resources within the event space to produce an optimal outcome. This will include an understanding of operational resources as well as an awareness of design, quality and sustainability issues. The module will develop practical and applied knowledge through the use of authentic case-studies and event documentation. Students will also evaluate the material from a strategic viewpoint and be able identify and incorporate current and future issues relating to venue management.</p> <p>Module content: Content will be drawn from: Procurement and Outsourcing; Specifications; Managing Contracts and Contractors; CDM 2015 Acting as a Principle Contractor/Client; Quality; Venue Design; Queuing and Entry; Admission Systems and Ticketing; Event Policing; Working with the Authorities.</p> <p>Assessment: Exam 100%</p>	Spring	10

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<p>Strategic Management for Event Organisations</p> <p>Module Description: In this module students will take an integrated view of the internal and external factors that impact upon event organisations. They will research into the strengths, weaknesses, opportunities and threats of an event company and apply their analysis to the creation of future strategic choices. Within those analysis and strategic choices students will focus upon key business priorities such as finance, HR and marketing. The module will fully test students' analytical and critical skills.</p> <p>Module content: Content will, as appropriate, be drawn from: Overview of organisational structures; Strategic planning; Internal analysis; Management accounting; Proximate macro analysis; Analysis and development of business objectives; External analysis; Strategy generation; Evaluation of strategies; Segmentation and positioning; Value and brand creation; Mergers, acquisitions and future funding.</p> <p>Assessment: In class test 25%; Exam 75%</p>	Spring	10
<p>The Impacts of Sports Events</p> <p>Module Description: The purpose of the module is to provide students with a critical appreciation of the fundamental strategic objectives required when delivering a sporting event. This will also extend to the students identifying and evaluating the mechanisms for measuring such concepts. Students will develop knowledge of the importance of analysing impacts and legacies of sporting events in relation to short, medium and long term planning. Theoretical frameworks for impact evaluation will be critiqued along with the practical application of such tools.</p> <p>Module content: Content will, as appropriate, be drawn from: Strategic planning; Objectives and measures; Planning for impacts; Measuring impacts and legacies; Sport governance and NGBs (UK and global); Impact evaluation and governance; Stakeholders; Impact locality and consequence.</p> <p>Assessment: Critical article review /presentation 50%; Report 50%</p>	Spring	10
<p>International Strategic Human Resources Management</p> <p>Module Description: This module is about the strategic management of human resources in an international hospitality context. The module begins by introducing the concept of Human Resource Management and then moves on to explore and explain the similarities and differences between Human Resource Management in domestic and international contexts. The module will focus specifically on international hospitality companies and how they manage their human resources internationally. It will address the recruitment, selection, training and development of labour in these companies. The module will also explore how an understanding of culture and cultural diversity can enable international hospitality companies to manage human resources more effectively.</p> <p>Module content: : Content will, as appropriate, be drawn from: Human resource management; International human resource management; Strategy and strategic human resource management; The concept of culture and cultural diversity; International recruitment; International selection; International employee development.</p> <p>Assessment: Essay 50%; Oral assessment and presentation 50%</p>	Spring	10
<p>Responsible Hospitality Businesses</p> <p>Module Description: The 21st meeting of the Conference of the Parties (COP) to the 1992 United Nations Framework Convention on Climate Change (UNFCCC) occurred in Paris 2015. The representatives of 196 parties agreed to the reduction of climate change. Governments represented at the Convention acknowledge they cannot act in isolation. Therefore, governments and hospitality businesses are working together on socially responsible and sustainable activities, as well as pursuing ways to limit climate</p>	Spring	10

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<p>change. This module will enable students to critically evaluate socially responsible hospitality businesses to gain knowledge in how they engage and grow; with social responsibilities at the heart of business culture. Students will also be asked to critically review why and how businesses consciously develop their engagement in social responsible strategies for the ultimate benefit of their stakeholders.</p> <p>Module content: Content will as appropriate, be drawn from: Business process frameworks for corporate social responsibilities; Case studies from hospitality businesses that engage in socially responsible activities; Theories of sustainable development; Sustainable and environmental management systems; Ethics and concepts of fair trade and human rights.</p> <p>Assessment: Oral Assessment and Presentation (30%); Project Output 70%</p>		
<p>Tourism Technology Strategy</p> <p>Module Description: This module will provide the student with a strategic management perspective of the use of technology within travel and tourism. The module takes a global and organisational focus on the critical linkages between the demands of travel and tourism businesses and consumers and the technologies (primarily Information & Communications Technologies) used in tourism. The student will gain a critical awareness of the main issues/challenges in the development and deployment of technologies in travel and tourism contexts.</p> <p>Module content: Content will, as appropriate, be drawn from: Technology and its role within travel and tourism, e.g. apps, bespoke technologies, GPS, internet of things, Technology strategies and the consumer – for example social media, Technology and competitive advantage, Systems development methodologies, Security and electronic commerce strategy, Technology strategy planning, Understanding technology investment decisions, Developing e-travel business, Technology and creativity, Management of strategic technological change, Future technological trends.</p> <p>Assessment: Presentation 25%, Written Assignment (typically report) 75%</p>	Spring	10
<p>Tourism Marketing Strategy</p> <p>Module Description: This module explores international tourism marketing strategy using a management framework of analysis, development, implementation and measurement. Students will develop a critical awareness of marketing challenges, research opportunities for emerging markets, and evaluate different strategic marketing approaches as to how places and businesses operate within a highly competitive, unpredictable global environment. The module facilitates interpretation & development of case studies that address the impact of natural and man - made disasters. Working with a range of theories, models, conceptual frameworks and enabling technologies, students will develop their understanding about different recovery marketing strategies.</p> <p>Module content: Content will, as appropriate, be drawn from: An introduction to the strategic importance of international marketing and the consumer-led strategy, Marketing information systems - Big Data opportunities, Marketing segmentation, Global tourism marketing strategies, Market entry/exit strategy, International marketing and product development, Developing pricing strategies for international markets, Integrated marketing communications, Tourism crisis and disaster interpretation, Governance and Responsibility in times of tourism crisis, Risk management and strategic marketing decision making, Recovery strategies and solutions.</p> <p>Assessment: Written Assignment (typically report) 20%, Written Assignment (typically proposal) 80%</p>	Spring	10
<p>Tourism Employment Strategy</p>	Spring	10

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<p>Module Description: The tourism employment/management relationship is dynamic and is shaped and informed by both internal and external tensions as well as the specific need to deliver a product/experience to tourism consumers. A key thread within this module will be how the presence of the customer, and the specific organisational context in which this takes place, can both shape the nature of work, the potential for conflict and worker resistance, and influence different HR models managers might utilise to manage their workforce. A critical examination of contemporary approaches to strategically managing tourism employees will be informed by this context.</p> <p>Module content: Content will, where possible, include reference to a range of international and organisations contexts, and, as appropriate, be drawn from: Organisational perspectives/theories; unitarism, pluralism, radical/Marxism, Service sector work in tourism, Understanding the tourism employment relationship; managers, workers and the role of customers, Organisational culture and the management of culture, Control strategies in different tourism industry contexts through the lens of: the new service management school, customer orientated, bureaucracy, the labour process, Employee involvement, Conflict ,resistance and worker alienation, Union and non-union forms of representation, Understanding the role strategic human resource management, Contemporary strategic HR approaches for example best practice versus best fit models of HR, hard and soft HRM.</p> <p>Assessment: Written Assignment (typically essay) 50%, Group Presentation 50%</p>		
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