

PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	BA (Hons) Hotel Management
Awarding Institution:	Buckinghamshire New University
Teaching Institution(s):	Buckinghamshire New University
Subject Cluster:	Hospitality
Award Title (including separate Pathway Award Titles where offered):	BA (Hons) Hotel Management
Pathways (if applicable)	
FHEQ level of final award:	Level 6
Other award titles available (exit qualifications):	BA Hotel Management Diploma in Higher Education Hotel Management Certificate in Higher Education Hotel Management
Accreditation details:	TBC
Length of programme:	3 Years
Mode(s) of Study:	Full Time
Mode of Delivery:	In person (on-site) delivery
Language of study:	English
QAA Subject Benchmark(s):	Events, Hospitality, Leisure, Sport and Tourism, November 2019 Business and Management, March 2023
Other external reference points (e.g. Apprenticeship Standard):	Institute of Hospitality Management Standards
Course Code(s):	BAHOMAFT
UCAS Code(s):	
Approval date:	August 2023
Date of last update:	

2. Programme Summary

The Hotel Management programme aims to ensure you will graduate understanding the roles and responsibilities associated with the management and operation in every aspect of the hotel industry, from budget to luxury hotels and with the economics, logistics and leadership that ensures that it continues to evolve and contribute to making a positive difference to the industry.

The programme is distinct due to the extensive industry and hands-on experience of the academic staff as well as their research informed approach in preparation of the learning, teaching and assessment materials. The programme also includes a wide range of

placements and work experience opportunities. An additional feature of the programme is the ability for you to interact with senior professionals working in the hotel industry in form of guest speakers and field trips that bring different cultural perspectives as well as up to date global dimension to your knowledge.

The programme is designed to instil a strong employability strategy in making this a very practical course with an embedded focus on employability. The programme is a mixture of 'classroom weeks', 'hotel weeks' (where you will spend time being hands-on at Missenden Abbey) and 'placements' with our industry partners.

This programme will help you to develop your technical, supervisory and managerial abilities in the context of the management of hotels. The programme is industry-centric, forward-facing and meet the needs of learners and the industry you'll be going into after graduation. You will benefit from a mixture of theoretical input but also the links between theory and practice to ensure the relevance of your studies to employability, this includes spending time working at Missenden Abbey as well as our other industry partners. This means you will develop solid business principles, alongside contemporary sector knowledge, and plenty of hands-on experience working in areas related to your field of study. This will enhance and development both the 'soft' skills the industry demands as well as the industry specific knowledge that will be required for supervisory and managerial roles.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

1. Emphasise the international outlook of the hotel sector to nurture respect for diversity and develop awareness of global challenges.
2. Prepare learners to assume key supervisory, managerial and leadership roles in the global hotel sector, or to pursue further academic study, by developing knowledge and skills, agility, resourcefulness and resilience through ambitious and authentic assessments.
3. Provide a high-quality education on hotel management, by integrating and balancing research-led and practice-based education. which is intellectually rigorous and recognises current issues, e.g., sustainability, as well as relevant to the needs of future managers, executives and professionals in the hotel industry.
4. Enable confident, critical, and creative use of full range of digital technologies for information, communication, and problem-solving in contemporary business contexts
5. Develop resourceful, independent, reflective and critical thinkers and lifelong learners to become successful, globally competitive leaders in your chosen professions in the hotel industry.

Programme Learning Outcomes

Knowledge and Understanding (K)

On successful completion of the programme you will be able to:

ID	Learning Outcome
K1	Demonstrate relevant knowledge and understanding of organisations, the external environment in which they operate and how they are managed
K2	Examine the impacts of the hotel industry on environment, economy and society.

K3	Critically evaluate key management theories and successfully apply them in the management, operation, organisation and provision of hotel business or service sector.
K4	Assess key issues, challenges and future directions of the international hotel industry.
K5	Assess the markets, customers' needs and behaviour, and other drivers of change that affect the development of the hotel industry and their products.

Analysis and Criticality (C)

On successful completion of the programme you will be able to:

ID	Learning Outcome
C1	Critically evaluate the development, characteristics, issues and influences relevant to hotel management.
C2	Develop an ability to recognise and address specific needs, issues, and challenges within the various aspects of global hotel management to support sustainability in the industry.
C3	Demonstrate an awareness of the ethical issues likely to arise in the conduct of business and professional practice and an ability to formulate solutions through dialogue with peers, clients, mentors and the wider community.
C4	Analyse and evaluate theories and models related to hospitality management and operations.
C5	Recognise and acknowledge the full range of stakeholders in making management decisions and critically evaluate their impacts.

Application and Practice (P)

On successful completion of the programme you will be able to:

ID	Learning Outcome
P1	Develop effective management strategies for hotel businesses.
P2	Apply financial planning and budgeting skills that will assist managers in their decision-making processes.
P3	Appreciate the management, operation, organisation and provision of managing global hotel businesses through research-led, practice-based modules.
P4	Develop active learning techniques that challenge existing knowledge and business practices.
P5	Appraise the application of business management practices in the development of a hotel business professional.

Transferable skills and other attributes (T)

On successful completion of the programme you will be able to:

ID	Learning Outcome
T1	Demonstrate professional levels of competence in a broad range of skills that are relevant to the needs of future managers, executives and other professionals,

	irrespective of their sector of operation, especially in the areas of communication; critical thinking, analysis and synthesis; numeracy; reasoning; presentation; computing; report writing; problem solving; research; interactive and group skills.
T2	Apply quantitative and qualitative research skills and make practical recommendations based on an evaluation of the different data sources.
T3	Work as a member of, or to lead a team.
T4	Develop independent critical thinking that challenge existing knowledge and business practices.
T5	Apply the research process and develop an ability to design research in hotel management with appropriate methods.

Graduate Attributes

The BNU Graduate Attributes of: Knowledge and its application; Creativity; Social and ethical awareness and responsibility; and Leadership and self-development focus on the development of innovative leaders in professional and creative capacities, who are equipped to operate in the 21st Century labour market and make a positive impact as global citizens.

On this programme, attributes are developed through:

- Professional and knowledgeable application of current industry practices. You will be provided the opportunity to develop a sense of professional community, culture and identity through a range of applied learning experiences. Through such experiences you will learn the value of effective leadership through partnerships and collaboration.
- Encouragement to achieve excellence in scholarship.
- Being ethical and responsible in your behaviour and attitude. Your learning will be underpinned by issues of sustainability: social, environmental and economic awareness. You will be encouraged to become responsible, socially aware and inclusive in your understanding of business and society as you develop as honest professionals.
- Excellence in personal and professional development and activity. You will recognise the importance of working to high standards to realise and retain excellence and quality in your chosen profession.
- Grounding in an ability to critically analyse issues within your context and develop sound, rational solutions to problems identified. Such confidence will be grounded in ability and competence.
- Encouragement to be creative and innovative. You should be constructive risk-takers: adaptive and forward-thinking with an understanding of existing and emergent industry trends. You will be ambitious and enthusiastic.

4. Entry Requirements

The University's [general entry requirements](#) will apply to admission to this programme.

Our admissions policy for undergraduate learners is to consider each applicant on their merits, guided by progressive principles, including a commitment to Buckinghamshire New University's aim of widening access to higher education to non-traditional groups.

Normal requirements for the full-time undergraduate programme include: 88 - 112 UCAS tariff points together with 3 subjects at GCSE grade 4 or C or above, including English Language;

BTEC National Certificates and Diplomas or appropriate NVQs or VRQs at Level 3; International qualifications of equivalent standing; Access to Higher Education in a relevant area of study; International Baccalaureate.

In the case of applicants whose first language is not English, IELTS 5.5 overall with 5.5 in all components (or equivalent) is required. International qualifications will be checked for appropriate matriculation to UK Higher Education undergraduate programmes.

Mature learner applicants with relevant professional experience and/or qualifications will be considered on an individual basis and may require an interview. If you do not meet the entry requirements you may, if you have relevant professional experience, still be invited for interview, where you will be required to demonstrate the necessary knowledge and understanding for entry onto the course.

Previous study, professional and / or vocational experiences may be recognised as the equivalent learning experience and permit exemption from studying certain modules in accordance with our [accreditation of prior learning](#) (APL) process.

As an inclusive university we recognise that applicants who have been out of education for some time may not have the formal qualifications usually required for entry to a course. We welcome applications from prospective learners who can demonstrate their enthusiasm and commitment to study and have relevant life/work experience that equips them to succeed on the programme. We will assess this from the information provided in the application (particularly the personal statement) and may ask the applicant to attend an interview or submit a piece of work to help us decide on the applicant's eligibility for the programme.

5. Programme Structure

Pathway 1 or stand-alone course

Level	Modules (Code, Title and Credits)	Exit Awards
Level 4	<p>Core modules: BAM4034 The Hotel Manager (20 Credits) BAM4035 International Hotel Marketing (20 Credits) BAM4036 The Guest Experience (20 Credits) BAM4037 The Global Hospitality Landscape (20 Credits) BAM4038 Managing People and Culture (20 Credits) BAM4027 Hotel Operations (20 Credits)</p> <p>Option modules: No option modules are available at this level.</p>	<p>Certificate of Higher Education, awarded on achievement of 120 credits at Level 4</p>
Level 5	<p>Core modules: BAM5056 Food & Beverage Management (20 Credits) BAM5057 Research Methods (20 Credits) BAM5059 Hotel Management in Practice (Internship) (40 Credits)</p> <p>Option modules: Choose modules to the total of 40 credits: BAM5058 International Marketing Communications for Hospitality (20 Credits) BAM5060 Hotel Technology and Innovation (20 Credits) BAM5061 Service and Experience Co-creation (20 Credits) BAM5037 Strategic Management for International Hospitality (20 Credits)</p>	<p>Diploma of Higher Education, awarded on achievement of 240 credits, including a minimum of 120 credits at Level 5</p>
Level 6	<p>Core modules: BAM6027 Finance and Revenue Management for Hospitality (20 Credits) BAM6028 Industry Research Project (40 Credits) BAM6029 Leadership for Hospitality (20 Credits)</p>	<p>Ordinary Degree, awarded on achievement of 300 credits, including 60 credits at Level 6 and 120 credits at each of Levels 4 and 5</p>

	<p>Option modules: Choose modules to the total of 40 credits: BAM6030 Contemporary Issues in the Hotel Industry (20 Credits) BAM6031 The Hotel Entrepreneur (20 Credits) BAM6032 Hotel Events Management (20 Credits) BAM6033 Sustainability in the Hotel Industry (20 Credits)</p>	<p>Honours Degree, awarded on achievement of 360 credits, including 120 credits at each of Levels, 4, 5 and 6</p>
--	--	--

Please note: Not all option modules will necessarily be offered in any one year. Other option modules may also be introduced at a later stage enabling the programme to respond to changes in the subject area

6. Learning, Teaching and Assessment

Learning and teaching

BA (Hons) Hotel Management aims to provide a balanced programme of study that equips you with industry knowledge and experience, academic and cognitive, and critical and transferrable skills, which will create culturally aware, prepared and responsive graduates. The programme is underpinned by classroom-based, in-person teaching of current theory, concepts, and research, delivered through a blend of lectures, interactive seminars and workshops, small-group activities and debates and supported at every stage by e-learning material, alongside the 'hotel weeks' and placement in industry that will help to link theory to practice. Throughout the three levels of study, you will be encouraged and enabled to form relationships with external partners including local, regional, national and international, to build networks in the longer term and essential vocational knowledge and experience in the shorter term.

The Learning and Teaching Strategy follows the following pattern:

Level 4: introduction of academic and research skills; formative assessment to identify study skills issues; coursework to test understanding of key concepts and theories; understanding of sectoral structures, issues; and management and market issues. Employability and work-based skills are developed and assessed through all modules at Level 4. A combination of teaching approaches are employed including lectures, guest lectures, residential and day field trips, group and individual project work, specialist inputs from support services. Blackboard is used to support learners by posting lecture notes, academic and popular articles, seminar case studies, wikis, blogs, discussion forums to monitor formative assessment, details of course work and other announcements.

Level 5: continues to develop academic and research skills, especially in logical and analytical thinking, evidence gathering and interpretation; assessments enable learners to apply theories to case studies; employability and work-based skills and knowledge are developed and assessed through the modules at this level. A combination of teaching approaches are employed including lectures, guest lectures, residential and day field trips, group and individual project work, student led seminars, specialist inputs from support services. Blackboard is used to support learners by posting lecture notes, academic and popular articles, seminar case studies, details of course work and other announcements.

Level 6: seeks to encourage more self-managed learning through the research / management report/primary research report and links may be made to the learners' work experience in these. The modules are typically more class based in that they require learners to use theory to critically examine certain issues and topics. A combination of teaching approaches are employed including lectures, guest lectures, residential and day field trips, group and individual project work, student led seminars. Blackboard will be used to provide supportive material and to communicate with learners via announcements.

Assessment

The assessment instruments in all cases will be contextualised to enable you to engage in both formative and summative developments in relation to hotels and applied management theories and to practical settings. The assessment of vocational knowledge and skills is central to the assessment strategy for the programme, and the assessment process also focuses on the development of the academic skills of research, critical analysis, evaluation and synthesis. There are different forms of assessment appropriate to the learning outcomes of the modules

and facilitate learners making links between theory and practice, with a focus on developing practice, where applicable. All modules include feedforward opportunities and ample time for assessment preparation; feedback on all assessments will place emphasis on progression.

Contact Hours

You can expect to receive a minimum of 12 hours of scheduled learning activities per week. This may include lectures, seminars, workshops, practical sessions, or placement hours. A full breakdown of contact hours can be found in individual module descriptors.

7. Programme Regulations

This programme will be subject to the following assessment regulations:

- Academic Assessment Regulations

8. Support for learners

The following systems are in place to support you to be successful with your studies:

- The appointment of a personal tutor to support you through your programme
- A programme handbook and induction at the beginning of your studies
- Library resources, include access to books, journals and databases - many of which are available in electronic format – and support from trained library staff
- Access to Blackboard, our Virtual Learning Environment (VLE), which is accessible via PC, laptop, tablet or mobile device
- Access to the MyBNU portal where you can access all University systems, information and news, record your attendance at sessions, and access your personalised timetable
- Academic Registry staff providing general guidance on University regulations, exams, and other aspects of learners and course administration
- Central student services, including teams supporting academic skills development, career success, student finance, accommodation, chaplaincy, disability and counselling
- Support from the Bucks Students' Union, including the Students' Union Advice Centre which offers free and confidential advice on University processes.

9. Programme monitoring and review

BNU has a number of ways for monitoring and reviewing the quality of learning and teaching on your programme. You will be able to comment on the content of their programme via the following feedback mechanisms:

- Formal feedback questionnaires and anonymous module 'check-ins'
- Participation in external surveys
- Programme Committees, via appointed student representatives
- Informal feedback to your programme leader

Quality and standards on each programme are assured via the following mechanisms:

- An initial event to approve the programme for delivery
- An annual report submitted by the External Examiner following a process of external moderation of work submitted for assessment
- The Annual Monitoring process, which is overseen by the University's Education Committee
- Review by the relevant PSRB(s)

- Periodic Subject Review events held every five years
- Other sector compliance and review mechanisms

10. Internal and external reference points

Design and development of this programme has been informed by the following internal and external reference points:

- The Framework for Higher Education Qualifications (FHEQ)
- The QAA Subject Benchmark Statement – see detailed mapping below
 - Events, Hospitality, Leisure, Sport and Tourism, November 2019
 - Business and Management, March 2023
- The Institute of Hospitality Management Standards
- The BNU Qualifications and Credit Framework
- The BNU Grading Descriptors
- The University Strategy, Thrive 2028

Mapping of Subject Benchmark Statement and any relevant Apprenticeship Standard to Programme Learning Outcomes

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
6.6 An honours graduate in hospitality is able to critically analyse and evaluate the defining characteristics of hospitality as a phenomenon, including being able to:	x	x	x	x		x	x		x		x		x	x	x	x			x	x
i critically reflect upon the origin, meanings and development of hospitality management and leadership																				
ii analyse and reflect on the different cultural concepts of hospitality	x	x	x	x	x	x	x	x	x		x		x	x	x	x			x	x
iii demonstrate a critical awareness of the boundaries of hospitality.	x	x	x		x	x	x	x	x		x		x	x	x	x	x		x	
6.7 An honours graduate in hospitality is able to use technical and interpersonal skills and knowledge to propose and evaluate practical and theoretical solutions to complex	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
problems in the core areas of hospitality, including being able to:																				
i operate and manage human and technical resources																				
ii apply theory to the solution of complex problems within the core areas of hospitality	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
iii analyse and evaluate food, beverage and/or accommodation service systems, their implementation and operation.	X	X	X	X		X	X	X	X		X	X	X	X		X	X	X	X	X
6.8 An honours graduate in hospitality is able to evaluate and apply, within the hospitality context, appropriate theories and concepts from the generic management areas of:	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X
i operations management																				
ii finance and management accounting	X	X	X	X		X	X	X	X		X	X	X	X	X	X	X	X	X	X

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)					
	Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
iii human resources and organisational behaviour	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
iv services marketing, digital marketing and consumer behaviour	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
v information systems and technology	x	x	x	x		x	x	x	x		x		x	x	x	x	x	x	x	x	x
vi strategic management.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
6.9 An honours graduate in hospitality is able to analyse and evaluate the business environment and its impact on the hospitality industry, including being able to:	x	x	x	x		x	x	x	x		x	x	x	x		x	x	x	x	x	x
i display an insight into the structure of the hospitality industry and the contribution that it makes to the global economy																					
ii analyse and reflect upon the environmental influences and sustainability issues which impact on hospitality organisations	x	x	x	x		x	x	x	x	x	x	x	x	x		x	x	x	x	x	x
iii evaluate the factors which influence the development of organisations operating within the hospitality industry	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
iv review and analyse the political, technological, social, and economic factors which affect the supply of and demand for hospitality.	x	x	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x
6.10 An honours graduate in hospitality is able to recognise and value the centrality of the hospitality consumer and meet and respond to their needs, including being able to: i understand and apply the theories and concepts underpinning consumer behaviour within the hospitality context	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x
ii analyse the needs and expectations of different hospitality consumers and develop appropriate responses	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x
iii analyse the quality of the service encounter and its impact on the hospitality consumer and the service provider.	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
6.11 An honours graduate in hospitality is able to identify and respond appropriately to the diversity that prevails within the hospitality industry in relation to stakeholders, such as:	x	x	x	x	x	x	x	x	x	x	x		x	x		x	x	x	x	x
i hospitality consumers																				
ii hospitality employees	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x
iii hospitality organisations	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
iv government and external agencies.	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x
4.5 On graduating with an honours degree in Business and Management, students will have demonstrated:	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
• knowledge and understanding: knowledge and understanding of the key areas of business and management, the relationships between these and their application																				

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
• skills: competence within the range of subject-specific and generic skills and attributes	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
• critical perspective: a view of business and management which is predominantly influenced by guided learning with some evidence of critical perspective	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
• application: the skills and abilities to apply knowledge in a contemporary organisational environment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
• values: a capacity to practise the values of global social responsibility.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Mapping of Programme Learning Outcomes to Modules

Programme Learning Outcome	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)					
	Module Code (Core)	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Level 4																					
The Hotel Manager	X		X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	
International Hotel Marketing	X		X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	
The Guest Experience	X		X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X
The Global Hospitality Landscape	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Managing People and Culture	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Hotel Operations	X	X	X	X		X	X	X	X	X	X			X	X	X	X	X	X	X	
Level 5																					
Food and Beverage Management	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X
Research Methods	X		X	X	X	X	X		X	X	X			X	X	X	X	X	X	X	X
Hotel Management in Practice (Internship)	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	
Level 6																					
Finance and Revenue Management for Hospitality	X		X	X		X	X		X	X	X	X	X	X	X	X	X	X	X	X	
Industry Research Project	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X
Leadership for Hospitality	X	X	X	X		X	X	X	X	X	X			X	X	X	X	X	X	X	