



# Module Descriptions

Semester 1  
Academic Year  
2019 / 2020

**Module Description**

The adventure tourism industry fundamentally addresses the transition from 'old tourism' to 'new tourism' and extends beyond the traditional view of requiring physical activity to embrace the non-physical dimensions of intellectual, emotional and spiritual tourism. The industry is made up of a number of niches and parts of niches but with a number of core characteristics that differentiate it from 'mass' tourism. These include uncertainty of outcomes, challenge, danger and risk, stimulation and excitement, exploration and discovery, novelty, etc. The module will provide students with an understanding of the range of niches and components that make up the global adventure tourism industry. It will consider these from a number of different aspects. It will also provide students with an understanding of the development of the adventure industry and some of the key issues affecting it.

**Syllabus and Content**

The module syllabus is designed to provide students an understanding of the key components of the global adventure tourism industry. It will do this by considering the following aspects of various niches of adventure:

- Definitions, terminology, concepts and development
- Statistics (market size, revenue, etc.)
- Consumers (demographics of participants)
- Geography (Destinations and tourism generators)
- Motivators
- Tour operators (involvement in provision)
- Suppliers (involvement in supply)
- Ethics
- Risk and Risk Management

The niches to be explored are:

- Activity tourism
  - Nature/wildlife/eco-tourism
  - Culture & heritage tourism
  - Volunteer tourism
  - Independent/backpacking tourism
  - Gap year tourism
  - Adventure therapy/functional tourism
  - Dark tourism
  - Therapeutic tourism
  - Expedition/exploration
  - Hedonistic tourism
1. Definitions, terminology, concepts and development - examination of what makes up adventure tourism and how it differs from mass tourism, how it has developed and why
  2. Statistics - investigation of key information on market size, revenue, etc.
  3. Consumers - analysis of the participants, who are they, why are they, where do they come from, demographic and psychographic characteristics

4. Geography - examination of adventure destinations, key characteristics, push/pull factors, 6 As
5. Motivators - analysis of participant and destination drivers
6. Tour operators - exploration of who is involved and why, choice of tour components and style
7. Suppliers - exploration of who is involved and why, public, private, voluntary sector provision
8. Ethics - investigation of the morals and ethics surrounding adventure tourism, tourist demand and expectations, destination reputation
9. Risk and Risk Management - evaluation of need for risk, perceived vs real risk, operator risk portrayal, management of risk, soft vs hard adventure

### **Learning Outcomes**

- i. Identify and explain the key concepts relating to the phenomenon of adventure
- ii. Identify and examine the many niches that make up the global adventure tourism industry
- iii. Examine and understand the historical development of adventure activities and tourism.
- iv. Demonstrate an understanding of who in society participates in adventure, the barriers to participation, and how social and political change can affect the adventure tourism industry.

### **Summary of Method Assessment**

- Practical exam: Assessed seminar 40% (30% for seminar leadership & 10% for Wiki contents). Paired or small team leadership of seminar discussion, examining specific niche or component of adventure tourism
- Coursework: Written tour proposal, in report format, 2,500 words 60%. Assignment requiring students to design an original adventure tour package focusing on a niche of their choice. They will need to cover the key aspects of their niche (as listed above) and fully justify their choices. It will take the form of a proposal to the Product Development Director of an adventure tour operator for a new tour.

**Module Description**

This module explores the airport planning environment, through evaluating the impact of Airport Systems and Master Plans on development through to considering the micro aspects inherent in the design of the terminal and satellite infrastructure. Inherent in the examination is the need to segregate passengers, enhance the passenger experience, ensure security and safety and to generate revenue streams along with appreciating the differences in approach between low cost terminals and full service legacy carrier terminals. A key theme of the module is to develop an awareness of the changing planning landscape for airports along with the requirements of the 21<sup>st</sup> Century airport.

**Syllabus and Content**

1. Planning Objectives - Airport types and airline requirements. Objectives and targeted service levels; site constraints; construction logistics; airport security; terminals and satellites; cargo buildings; general aviation facilities and general support infrastructure considered. The impact of the airport on different stakeholders.
2. The Historical and Legislative Perspective of Airports - Development of the airport planning process; airport modernisation and the jet age; airport development after de-regulation and liberalisation legislation and regulations - Development of Hub and Spoke systems/Fortress Hubs/route networks. Challenges to the traditional planning process approach - the challenging context of airport planning.
3. Airport Planning Principles - Airport planning studies - types of planning study; Airport Systems plans, Airport site selection criteria, Airport project plans and Airport Master Plans. IATA guidelines for Master Plans.
4. Airport Master Plans - The Master Plan process- pre-planning, public involvement, environmental considerations, existing conditions, aviation forecasts, facility requirements and alternative developments and evaluation. Public involvement v public hearings.
5. Airport land development - Runway information and limits- runway components; land and hold short operations - Principles of slot allocation in non-coordinated, facilitated and coordinated airports - landing fee pricing strategies.
6. Terminal Planning considerations - Passenger segregation- the passenger experience; operational considerations in planning; security, financial models -concessions and retail planning-airside retail and departure lounges. Terminal envelope geometry - terminal operations support systems - The 'Simplify Passenger Travel' concept.
7. Environmental Considerations - Environmental practices and stakeholder analysis - noise, air quality, water quality, wetlands - cumulative impacts; issues of sustainability - The economic principles of emissions cap-and-trade policies and carbon offsets programmes that impact aviation.
8. The 21st Century Airport Technology and airport and airline passengers. Forecasting - capacity/demand analysis- the problem of airport peaks- methods of describing peaking - implications and constraints -The emergence of airports as destinations.

**Learning Outcomes**

- i. Analyse the impact of airports on different stakeholder groups
- ii. Evaluate the airport planning process in so far as the needs of different stakeholder groups might be met.
- iii. Develop an awareness of terminal and runway planning considerations.
- iv. Critically analyse the changing requirements for the contemporary airport.



### **Summary of Method Assessment**

- Practical Exam: Simulation exercise in teams recreating a public hearing for a proposed airport expansion plan 50% (individual grade awarded)
- Coursework: Writing up a report of the findings of the public hearing [2,000 words] 50%

**Module Description**

This module introduces the student to the study of human anatomy and physiology in relation to physical fitness and demonstrates how these contribute to physical function. Accordingly the module assists the students' appreciation of the complexity of the physiology of fitness through the application of basic principles and language to ensure its effective comprehension. This understanding is further aided by the use of key principles through practical exercises and analysis. Overall this module adopts a structured approach to a range of principles and techniques that will be explored through related research and practical exercises, in order to prepare the student for further study in related areas.

**Syllabus and Content**

1. Students will be introduced to the anatomy and physiology of fitness. This will include the key anatomical structures involved in physical activity including the cardiovascular, respiratory and musculoskeletal systems. Students will gain an understanding of the functional physiology of the systems in relation to human movement.
2. The module will cover how the body produces energy through the utilisation of substrates both in anaerobic and aerobic metabolism. They will gain an understanding of the different energy system and how they impact exercise performance including duration, energy synthesis rates, energy recovery rates and the limiting factors in the energy systems.
3. The module will explore the acute and chronic response of the body to exercise developing an in-depth knowledge of the benefits of exercise on the body. Students will consider the adaptive responses to specific exercise stimuli.

**Learning Outcomes**

- i. Identify and explain key structural and functional elements of the musculoskeletal, respiratory and cardiovascular systems.
- ii. Identify the production and utilisation of energy and the use of the energy systems in relation to physical activity and sport.
- iii. Explain the acute and chronic responses of exercise on the human body including musculoskeletal, cardiovascular, respiratory and energy systems.

**Summary of Method Assessment**

- Exam: A multiple choice and short answer exam - 60% weighting, 1 hour long
- Coursework: A group video blog presentation based on the practical physiological testing session - 40% weighting 20 minutes

**Module Description**

The growth of the Internet continues to have a tremendous influence on business. Companies and organisations of all types and sizes are rethinking their strategies and how they run their operations. This new course encourages students to explore the realities and implications of e-commerce from a marketer's perspective. Business-to-consumer (B2C) and business-to-business (B2B) e-commerce markets are examined. The course introduces students to a wide range of electronic commerce issues for marketers, as a foundation for continual learning in the dynamic e-commerce environment.

**Syllabus and Content**

1. E-Commerce Framework  
The Internet Environment and Technology - analysing Market Opportunities. Types of e-Business Model. Evaluation of what websites can do for businesses. How e-business and e-marketing can allow businesses to achieve their basic mission and objectives.
2. The role of e-marketing in marketing Communication. E-marketing and branding
3. Introduction to Websites and Implementation - Implementation issues and metrics, websites and domain names, considerations in site architecture.
4. Website Administration - A consideration of templates; content management. Issues and strategies for security policy.
5. Introduction to issues in on-line advertising such as: data capture, keyword usage, search engine optimisation, customer relationship management and online promotion.
6. Web and Shopping Carts; considerations associated with payment methods.
7. Website Design; considerations in website review.

**Learning Outcomes**

- i. To gain an understanding of the theories and concepts underlying e-commerce
- ii. To apply e-commerce theory and concepts to what e-marketers are doing in "the real world"
- iii. To improve familiarity with current challenges and issues in e-commerce
- iv. To apply skills learnt in the course vocationally

**Summary of Method Assessment**

- Coursework: An individual report of 1000 words assessing the current web presence of a commercial organisation (30%)
- Coursework: Project: 1000 word report, 10% create a blog and submit minimum of 10 posts (60%)
- Students will be encouraged to research aspects of e-commerce and present their findings to their peers.

**Module Description**

Athletic movement screening and analysis is an essential component of identifying potential risk factors and causes of injury. The use of screening tools may be a crucial component in injury prevention. Screening tools can be used to identify athletes that are at high risk of developing an injury and with the appropriate information; athletic training programmes can be adjusted accordingly to aid injury prevention. This information may also be utilised to guide return to sport following injury.

This module aims to provide students with the skills to select and administer a range of tests to analyse athletic movement in order to; identify movement dysfunctions, effectively interpret the results and prescribe a range of suitable exercise to aid their correction. It also aims to provide objective criteria for the return to athletic performance following injury.

**Syllabus and Content***Identify movement dysfunctions*

1. Test selection  
Issues surrounding test selection; these include health screening procedures (e.g., PAR-Q, medical questionnaires), the specificity, reliability and validity of tests with regard to the activity and the individual, and the availability of appropriate resources (e.g., equipment, expertise).
2. Test administration  
Appropriate and effective administration of movement analysis tests (e.g., correct order of tests with regard to components being tested, awareness of health and safety considerations, acquisition and recording of data) and return to play criteria.
3. Test interpretation and delivery of corrective exercise strategies  
Accurate interpretation and reporting of movement analysis tests. Interpreting data in order to deliver corrective exercise strategies with regard to further activity (e.g., what areas of fitness need to be addressed with regard to the needs of the individual).

**Learning Outcomes**

- i. Analyse a physical activity (e.g., a sport) and from this analysis design an appropriate testing programme to assess any predisposing factors to injury in that given activity. Injury types/prevalence
- ii. Justify the design of a test battery with reference to the validity, reliability and specificity of the tests selected.
- iii. Administer a range of tests for the analysis of movement dysfunction and or return to sport criteria.
- iv. Interpret the results of tests for movement dysfunction and prescribe and deliver appropriate corrective exercise.

**Summary of Method Assessment**

- Practical exam: Poster presentation 15 minutes 40%
- Practical exam: Practical Examination 30 minutes duration 60%

**Module Description**

A detailed knowledge of the regulatory and business environment is essential for understanding the nature of the contemporary aviation industry. This level 4 module provides crucial underpinning knowledge for both the placement and the rest of the degree programme. It examines the development of the industry starting with the Chicago Convention in 1944 and moving through to deregulation which has radically transformed the industry. Whilst the aviation environment is now a much more liberal one, the roles of national and transnational authorities are still crucial. A consideration of the business environment embraces a review of the market structures that drive the efficiency and behaviour of aviation and airport organisations.

**Syllabus and Content**

1. Aviation policy: its role, organization, administration and relationship to the regulatory function.
2. Aviation Law - Freedoms of the Air and other basic laws- Regulatory Framework- Study of state regulatory structure that addresses main state responsibilities - Transportation regulation and public policy:
3. Regulatory frameworks- responsibilities, administration- An examination of the role of national and supranational bodies. The EU regulatory environment; impact of regulations on fees and charges and passenger handling.
4. Role of air transport and its significance to the global, national and regional economies- factors affecting world air traffic growth; world trade and tourism trends the economic impact of the air transport industry.
5. Market structures relevant to the airport and airline business- competitive market structures and monopolies- monopoly market power in aviation - impact on prices and consumer well-being- monopoly market power in aviation- hybrid market structures in aviation - monopolistic competition and oligopolies. Issues of profitability in the industry.
6. Macro-environmental factors and their impact on the airport and airline businesses - international trade policy in air travel- optimality v political realities- impact of inflation, foreign currency and currency exchange rates.

**Learning Outcomes**

- i. Develop a comprehensive understanding of aviation policy and law.
- ii. Develop critical insights into regulatory frameworks.
- iii. Appreciate the importance of air transport within global and national economies.
- iv. Appreciate the nature of aviation and airport market structures and their impact on prices and consumer well-being.

**Summary of Method Assessment**

- Practical exam: In class simulations 50% - Two in-class assessments will be used, each weighted equally: 'Stress-test' (30 mins) (25%) and Interpreting legislation exercise (30 mins) - an exercise where students have to respond to a given aviation scenario (25%)
- Practical exam: An academic poster which communicates the global size, structure and competition of the aviation industry. These will be displayed in an exhibition setting with tutors discussing the findings with students 50%.

**Module Description**

All organisations need creative thinkers to question current business practice and develop dynamic solutions to 21st century environmental challenges. This module highlights the need to examine key global environmental issues affecting all types of SMEs and the importance of innovative solutions in response. Environmental responsibility is not only good practice but also good business acumen.

Global environmental challenges, such as finite world resources including predicted water crisis, de-forestation, predicted global warming and the international responses, will be discussed in this module -initially taking a macro perspective to set context. However, much of the module will take a micro perspective of the practical implications of these environmental challenges on SME's in the UK. A key area of the module will be to devise a creative and innovative environmental solution to an identified case study demonstrating responsible business practice.

**Syllabus and Content****1. Key Environmental Challenges in the 21 Century**

Students will develop understanding of major environmental challenges, including water crisis, predicted implications of climate change and global sustainability. Focus will be on a macro scale, setting a foundation from which to build the remaining content of the module. Students will also develop understanding of international responses to these predicted challenges and will debate how to remove, mitigate and/or minimise the potential consequences of environmental issues. Focus will be on the macro-management, including global and national policy, responses and actions.

**2. Practical Implications of Environmental Challenges to Businesses and the workplace**

Students will develop understanding of the practical implications of macro environmental issues on SME's. Focus will be on the development of understanding of micro-management and individual responsibility, responses and actions. When exploring these impacts students will develop understanding of responsible business practices, emerging legislation, voluntary codes of practice, examples of good practice, green marketing and the benefits to an SME.

**3. Using innovation to develop business solutions to environmental challenges**

Students will consolidate knowledge accumulated throughout the syllabus to create an innovative solution to an environmental challenge via a business case study. The solution will be exhibited as a poster at a live event at UCB and students will clearly identify the benefits to the organisation of the proposed ideas and solutions. Students will have the opportunity to develop their project management skills, to unleash creativity and make use of lateral thinking to devise a practical innovation in response to a specific environmental challenge.

**Learning Outcomes**

- i. Analyse key environmental challenges and their potential world impact in the 21 Century
- ii. Develop awareness of the practical implications of environmental challenges to SME's in the UK in the 21 Century
- iii. Use innovation to develop environmentally responsible, sustainable and creative solutions within a given SME



### **Summary of Method Assessment**

- Practical exam/Debate (40% in total, 2 debates at 20% weighting each)  
(The debates will be assessed against learning outcome i)  
Students will be required to analyse a number of contemporary environmental issues and their potential implications. The debates will enable a number of differing perspectives to be shared and analysed in order to develop a thorough understanding of the current state of the world and the global and national responses.  
Two debates will take place and individual grades will be awarded for preparation and contribution. Debate 1: Global Issues - World Resources will explore contemporary perspectives regarding predicted resource shortages (water and oil for example) and the resulting impacts on businesses. Debate 2: Global Responses will analyse international responses to environmental challenges, including legislation, policy and protocols.
- Practical Exam / Live Event Environmental Innovation Poster (60%)  
(The project will be assessed against learning outcomes ii & iii)  
The student will create an innovative solution that could be utilised within a given business case study to creatively respond to a clearly identified environmental challenge. The solution will be presented in the form of an individual exhibition poster to be displayed at a live event at UCB. Students will be expected to explain and justify their solution and outline the benefits to the business through questioning during the exhibition.

**Module Description**

This level 5 module aims to provide students with the skills required to make detailed musculoskeletal assessments and provide basic treatment techniques in order to manage a range of common sports injuries. Students will also be taught basic clinical reasoning skills, and the basic principles of formulating problem lists, goal setting and treatment plans.

**Syllabus and Content***Content to include:*

1. Advanced musculoskeletal assessment skills (covering peripheral, spinal and pelvic regions), including special tests, and neural tension testing.
2. Manual therapy techniques
3. Introduction to Clinical reasoning skills.
4. Development of problem list, goal setting and treatment planning skills.

**Learning Outcomes**

- i. Demonstrate the principles and application of Manual therapy
- ii. Demonstrate awareness of the considerations to be taken where medical conditions exist
- iii. Demonstrate practical competence and understanding in joint assessment techniques

**Summary of Method Assessment**

- Practical exam: Practical Examination of Spinal Objective and Advanced Peripheral clinical assessment skills (50%) 35 minutes (covers LO 2 & 3)
- Practical exam: Practical examination of Spinal & Peripheral Manual Therapy techniques (50%) 35 minutes (covers LO 1 & 2)

**Module Description**

This module is designed to give students an understanding of food commodities, the nutrients within them and their value in the diet. The module will introduce and give students an understanding of problems associated with meeting the dietary needs of special groups/sub groups within society.

**Syllabus and Content**

1. *Food commodities used in food & beverage operations*  
Food commodities knowledge to include classifications and qualities of commodities, types and yields, sources of supply purchasing and handing procedures. Knowledge of the food and beverage product. Practical skills in food production and service.
2. *Nutrition and the maintenance of health*  
An understanding of the basic nutrients in food, their structure properties and sources. An appreciation of the issues relating to healthy eating and implication of dietary requirements to special groups and individuals with specific dietary needs.

**Learning Outcomes**

- i. Understand various types of food commodities used within food and beverage operations.
- ii. Understand the basic principles and functions of nutrients and their role in maintaining a healthy diet and the impact of current health trends.
- iii. Recognise the needs of different dietary requirements of specialist consumer groups.

**Summary of Method Assessment**

- Coursework: Individual Report 1000 words - commodity based (40%)
- Exam: Covering Commodities and Nutrition (60%)

**Module Description**

The aim of this module is to equip students with the knowledge and the skills to think creatively and generate and develop ideas, implement and evaluate business plans and work with and manage teams of people.

The module is designed to reflect the needs of graduate employers by creating students who are able to learn through action and reflection rather than just through theory and demonstrate competencies such as creative thinking, collaborative working, leadership, business planning, project management, resource allocation and justification, analysis and evaluation and collective and individual responsibility.

**Syllabus and Content**

The module is delivered over eleven (11) weeks combining lectures and skills workshops. The module covers the five (5) key themes of creative enterprise development - Generation Ideas and Exploiting Ideas; Resource Management; Marketing and Communication Skills; Financial Planning and Leadership Skills.

1. Introduction to Enterprise Skills and Graduate Attributes
2. Generating ideas and product development; evaluating opportunities.
3. Competitor profiling and trend spotting
4. Resource Planning - physical, financial, social; lean start-up
5. Developing entrepreneurs and adding value
6. Brand Development and positioning; persuasion and influencing people
7. Sales, not Marketing! Pitching a concept
8. Show Me the Money Value; Angels or Demons? The pros and cons of business finance
9. Financial Forecasting; Creating a budget
10. Leadership and decision-making; project management tools
11. Dealing with uncertainty; delegation and negotiation skills

**Learning Outcomes**

- i. Demonstrate an understanding of the key concepts of enterprise development.
- ii. Apply the principles of idea creation, resource management and marketing to create a bespoke product offer to meet customer needs.
- iii. Evaluate and select an appropriate stream of funding to finance a project.
- iv. Develop a project plan which reflects changing market conditions.

**Summary of Method Assessment**

- Practical exam 1: A team business game where students are required to produce a Value Proposition Map for a new business venture or event (50%)
- Practical exam 2: A team business game in which students design and build a business plan for their venture or event (50%)

**Module Description**

In today's world of 'spin' the skills of effective communication are vital to successful management. This module develops the skills required to evaluate and in the later sessions formulate; in a coherent and engaging manner; a wide range of written and visual information involved in the communication of opinion, ideas and information. This stimulating module will be invaluable for a range of tasks confronting managers across a number of industries and will introduce ideas, techniques and skills and supporting theory needed to compile a variety of published information. Applications include; product launches, product instructions, brand promotions, personality promotions, restaurant reviews, hotel guides, brochures, travel and food journalism, visitor attraction and exhibition guidance.

The module will be developed thematically with each lecture followed by a 'Creative Forum' during which students will be encouraged to experiment, discuss and assess the effectiveness of words and images in communicating the intended message. This formative learning experience will enable students to critically appreciate the complexities of the communication process.

Parameters - this module will deal with material that is traditionally available for publication, whilst this may be suitable for electronic transfer the development of web based material is outside the scope of this module.

**Syllabus and Content**

The themes identified are:

1. *Words and images, meaning and interpretation*  
This theme develops an understanding of 'self' through the identification of the importance of personal values of both the composer and receiver as reflected through communication. Students are challenged to critically read text and images with the aim of appreciating the personal values and referencing of the target audience whilst guaranteeing inclusion.
2. *The tools for expression use of colour, scale and composition*  
This theme cultivates an appreciation of media availability and suitability of various applications. This will be achieved through experimentation, evaluation and practical workshop in order to develop appropriate skills and techniques. Through these mechanisms the successful use of illustrations, photographs, tables, and historical documents will be identified. Skills relating to the application of software to 'manage' visual images will be developed.
3. This theme encourages students to engage the target audience across a range of emotional experiences. Stylistic influences such as genre will extend the appreciation of the exotic and sensuous through both words and images.
4. The importance of effectively communicating the detailed, mundane and the everyday is recognised through this theme. The development of tactics for engaging the target audience where the subject matter is commonplace. The importance of development, detail and accuracy within linguistic and graphic communication is emphasised.
5. This theme develops sensory appreciation, utilising senses through description and image. Communicating effectively movement, touch, taste, smell, sound, and sight. Making the human, physiological aspect into a reality for the target audience.
6. This theme examines the purpose and effectiveness of the backdrop, including the use of theatricality, scale, location and scenery in communication. The impact of background as the means of effectively communicating.

7. This final theme requires students to reflect on the elements of creative communication including an assessment of inter-textual connections. The ethical issues of 'presentation' are identified and moderated. The process of developing and building upon ideas to create an original is debated and effective creative processes identified.

### **Learning Outcomes**

- i. To select and manage creatively information and ideas through reference to theoretical concepts.
- ii. An ability to critically assess, recognise improvement and amend content in order to complete the creative process.
- iii. To justify and record the progressive development and decision making processes involved in producing creative communication.
- iv. To successfully achieve an identified objective through creative communication.
- v. To engage and communicate effectively to a selected potential audience.

### **Summary of Method Assessment**

- Coursework: Through the 'creative forums' students will experiment with various approaches based on each theme. Evaluation of both the process and outcome through a combination of tutor, peer and self-reflection will allow students to justify and record the progressive development and final production of a "document" including both visuals (photographs, drawings and plans) and the written word. The final outcome is that the document successfully communicates and fulfils the objective (programme related) identified and appeals to the selected potential audience. The selection and treatment of the material will be justified through reference to theoretical concepts.  
There will be an equal emphasis on both the creative process building upon the themes identified and the final outcome. It is envisaged that e-portfolios will be developed by the students. This will allow formative assessment to take place.

**Module Description**

The module aims to provide a broad understanding of the basis of Dark Tourism set within a UK setting. Students will develop an appreciation of the scope of this niche element within the heritage/tourism sector. Focusing on the theoretical evolution of this niche, breadth of attractions, social morality of managing such sites from the organisation to the dark tourist, incorporating issues of authenticity and ethics.

**Syllabus and Content**

1. Conceptualising Dark Tourism and dark tourists - its influences & consequences for the heritage and tourism sector.
2. Dark Heritage supply and demand investigated - conceptualising dark heritage products and experiences - motivation versus voyeurism - the planned and the unplanned spectacle - managerial practices and implications for custodianship of sacred space.
3. The History of Dark Tourism in Britain starting with: Britain's Crime and Punishment within society - the state of execution from an historical perspective - dark tourism as a new mediating institution between crime and punishment.
4. Britain's Slave Heritage - Routing out the truth - dark tourism as a new mediating tool between dissonant heritage - the perspectives of perpetrators and victims.
5. Shades of Darkness - the theoretical debate applied- Case studies: Birmingham Coffin Works, Medical Museums, Body World, and the Imperial War Museum - the need for ethical management of dark heritage & tourism sites
6. Authenticity - the museological perspective and the memorialisation of dark heritage & tourism sites using a range of case studies
7. Dark tourism and the ethics debate - ethical issues relating to supply and demand within the management of dark heritage & tourism sites.

**Learning Outcomes**

- i. Conceptualise dark tourism and the commodification of death as a heritage attraction.
- ii. Evaluate key factors influencing the rise in dark tourism.
- iii. Examine the various dilemmas in using such dark sites for tourism.
- iv. Evaluate responses to managing dilemmas within dark tourism.

**Summary of Method Assessment**

- Coursework: An individual 2000-word essay on 'dark' tourism (50%)
- Practical exam: Poster/Online Visual Display with theoretical explanation (template provided) (50%)

**Module Description**

This module has been designed to facilitate the study of tourist destinations in the context of social, economic and environmental change. The module examines destinations from the perspective of visitors and hosts, whilst examining the effectiveness of strategies employed to maximise the benefits to all stakeholders from the destination.

**Syllabus and Content**

1. Issues in analysing destinations - defining destinations and the components of destinations, different destination systems and destination management organisations; the tourism supply-services, infrastructure and activities, historical perspective of destination development, effects of future trends on destination management
2. Measuring and managing the impacts of Tourism - carrying capacity, economic impacts; managing visitor flows; issues of "commoditisation" and "serial reproduction"; wider local policy objectives.
3. Marketing tourist destinations - marketing planning processes; segmenting the visitor markets; destination image and branding, use of special events, managing visitor information.
4. Planning and Destination Development - zoning/conservation, stakeholder management; auditing destination resources; decision making in destination development projects, life cycles of destinations, balancing tourism product portfolios; the role of tourism in achieving wider regeneration and community policy objectives.

**Learning Outcomes**

- i. Explore in detail a framework for the analysis of destinations.
- ii. Analyse in detail impacts of tourism and how these can be effectively managed in relation to a variety of stakeholders.
- iii. Evaluate in depth the role of marketing in destination development.
- iv. Reflect upon contemporary issues emerging in destination management.

**Summary of Method Assessment**

- Coursework: Project: Individual destination audit focusing on the key issues and challenges facing the destination written for the "external client" (70%)
- Practical exam: In-class role-play exercise (30%)

**Module Description**

The module aims to provide students with an understanding of the skill sets required to develop people within the Tourism sector. Through the development of students' appreciation of factors that shape individual differences, group dynamics and leadership styles, students will draw upon reflective practice to further develop their graduate attributes through the completion of a Personal Development Project comprising; Self Reflective Group Development Indicator Questionnaire (SRGDI), Personal Development Plan (PDP) which is based upon the findings of the SRGDI, Essay and Action Plan, with practical application to tourism case studies and relevant theoretical concepts. This personal development project provides lecturer formative feedback prior to summative feedback.

**Syllabus and Content**

The module syllabus provides students with an understanding of the skill sets required to develop people within the Tourism sector. Therefore the module enables individuals involved in group work activity to compete with advantage in their industry sector and reflects a number of reports that show employers do not expect everyone to arrive at their door job ready but at the very least they want people who have good employability skills.

**1. *Developing Teams***

An introduction to employer expectations of teams and individuals working within the Tourism sector through the application of Team role theory will be explored. The concept of Team Role Theory will be underpinned by a broad understanding of managerial theories that focuses on the contributing factors of Personality, Environmental, Economic Issues, Learning, Motivation and Leadership.

**2. *Influences and Impacts upon Individuals and Teams***

To understand the importance of both internal and external factors that impact upon individuals and teams working in the Tourism sector within the micro/macro environment. An examination of the transient nature of the workforce within Tourism.

**3. *Continuing Professional Development***

To appreciate the value of Graduate Attribute development through the use of self-evaluation, reflection and forward planning (PDP) in order to develop others more effectively when working in the Tourism sector.

**Learning Outcomes**

- Explain factors affecting team performance within the travel & tourism sectors drawing upon key management theories
- Demonstrate an understanding of influences which impact upon teams within the travel & tourism sectors
- Identify graduate attributes which require further development in order to develop others more effectively when working in the travel & tourism sectors

**Summary of Method Assessment**

- Coursework: Personal Development Project comprising: 100% coursework. - all LOs  
Stage 1 - Professional Development Plan and Self Reflective Group Development Indicator Questionnaire (20%)  
Stage 2 - Individual Essay 1500 words and a one page Action Plan (80%)

**Module Description**

This module will introduce the student to human nutrition guidelines, energy and energy expenditure. Individual nutrients will be highlighted, along with deficiency or toxicity issues. The students will discuss health related problems associated with diet, including diabetes, obesity and heart disease. The concept of functional nutrients will be discussed, their merits and research into their effectiveness. Finally specialist diets will be given consideration, with particular emphasis on allergen and intolerance management; special medical conditions and how they can be catered for; and the impact of religious and moral beliefs on diet.

The students will have the opportunity to assess their own diet and make recommendations for improvements based on their findings.

**Syllabus and Content**

1. Energy balance and metabolism - Nutrients: analysis, compilation of food composition data.
2. Principles of energy expenditure - Energy; components of energy expenditure, basal metabolic rate, thermic effect of food, physical activity, growth. Measurements of energy expenditure eg direct or indirect.
3. Dietary assessment - Measuring food consumption; 24 hour recall, estimated food record, and weighed food record, dietary history, food frequency questionnaires, selection of methodology, validity.
4. Determination of nutritional status - Height weight, BMI, waist hip ratio, body composition measurements e.g. skin fold callipers, Bodpod, bioelectrical impedance, doubly labelled water.
5. Relationship between diet and chronic disease - Examining the relative contribution of nutrition, socio-economic and cultural factors in the aetiology of chronic diseases, such as cardiovascular disease, cancer and obesity.
6. The concept of functional nutrients and how they can be included into a diet.

**Learning Outcomes**

- i. Demonstrate the application of the principles of nutrition and recommended nutritional requirement
- ii. Use of simple anthropometric data and dietary assessments to indicate nutritional status;
- iii. Use published secondary data to examine changes in food consumption nationally and internationally.
- iv. Describe emerging trends in healthy eating and functional nutrients and their role in the diet.

**Summary of Method Assessment**

- Coursework: An individual 1500-word case study report (50%)
- Coursework: An individual 1000-word written report (50%)

**Module Description**

The module examines the nature of the business events sector looking at the following areas; the scope and rationale of business events, definitions within the MICE sectors, identification of stakeholders, funding and economic considerations, business event sectors (meeting and conferences, exhibitions and trade shows, product launches, incentive travel), MPI meeting and business event competency standards, operational management of business events, sourcing business leads, managing client relationships, the role of business events in leveraging strategic outcomes, accompanying persons programmes, pre- and post-event activities, the use of technology in MICE sectors, the future of business events.

**Syllabus and Content****1. *The Business Event Market***

Definitions and analysis of the MICE sectors, the dynamics and rationale of business events. Characteristics of the different MICE products. An analysis of the international, national and corporate markets. Assessment of the types of venues used for business events in both U.K. and internationally, their markets and facilities.

**2. *The Stakeholders of Business Events***

Establishing aims and objectives for events. Market segments and characteristics of business events and their clients/delegates, their needs and expectations. The issues of timing and scheduling, with an analysis of the significance of meeting and social facilities and the issue of sponsorships.

**3. *Funding and Economic considerations of Business Events***

An assessment of budget parameters as a constraining force. The funding and subvention of business events. The bidding process and the development of business events to generate event tourism.

**4. *Operations Management of Business Events***

Operational management of business events, sourcing business leads, managing client relationships, planning the organisation and coordination of resources to stage productions. The role of PCO's, venue managers, DMO's and Convention Bureaux. Business event resource analysis including HR, financial, legal and quality constraints examined. Pre- and post-event activities and accompanying persons programmes.

**5. *Planning for Business Events***

The MPI Meeting and Business Events Competency Standards. The role of business events in leveraging strategic outcomes. Establishing goals and assessing competition and trends within the operating environment.

**6. *The Future of Business Events***

An evaluation of market trends and the influence of the external environment. An assessment of the use of technology, climate change and sustainability on business events. The examination of ethical and responsible behaviour by firms in meeting their environmental, social and economic obligations to stakeholders.



### **Learning Outcomes**

- i. Demonstrate an understanding of the dynamic nature of the Business event sector.
- ii. Evaluate the main stakeholders and agencies involved in the business event sector.
- iii. Demonstrate knowledge of the economic considerations and funding for business events.
- iv. Critically assess the operational management issues and the impact of trends in the business event sector.

### **Summary of Method Assessment**

- Coursework: Project: 100%
  - Individual evaluation (60%) with group debate (40%)
- The assignment requires students to form a management team to manage and run a business event for a client. The group will have a debate in the form of a client meeting and will be required to produce an individual piece of work related to the given business event scenario.

**Module Description**

This level 4 module aims to provide students with a basic understanding of economic theory in relation to sport provision and professional team sport with a focus on financial operations and the macro-economic environment. As such, the module integrates the two core business disciplines of finance and economics. This module aims to offer those involved in sport an understanding of the practicalities of economics within a sport setting. Case study examples will be specifically related to professional team sports e.g. football and global sports manufacturers eg Nike.

**Syllabus and Content****1. Economic element:**

Introduction to economics and the business environment, public and private sector economic objectives, different types of economic system. The organisations environment, market structures and organisational scale - perfect competition, monopoly, oligopoly and monopolistic competition and its relevance to the sports sector.

Demand, supply and the price mechanism - laws of demand and supply, factors including changes in demand and supply, equilibrium, excess demand/supply and the price mechanism. Determinants and significance of price elasticity of demand.

**2. Financial element:**

Understanding financial accounts, preparation of basic financial statements: introduction to the nature, purpose and scope of financial statements. Preparation of profit and loss account and balance sheet from trial balance. Distinguishing between assets and liabilities. Determining profits and losses, operating v net profits, the basis of cash flow and its importance to sports organisations.

Costs structures and profitability, types of cost behaviour, fixed and variable. Preparation of break-even graphs and accompanying theory. Usefulness of financial information and how it may inform management decision making

**3. Case study Approach - English professional football: its commercial structure. Overview of profit and loss, revenue streams, salaries and transfers, players as assets, ownership and finance****Learning Outcomes**

- i. Understand the importance of key micro-economic concepts of demand, supply, price elasticity and market structure in relation to sport
- ii. Prepare financial statements for a simple sports organisation
- iii. Understand the principles of break-even analysis and its importance to sports organisations

**Summary of Method Assessment**

- Coursework: An individual report, 1500 words (50%)
- Exam: A 90 minute Examination (50%)

**Module Description**

This module has been designed to identify and develop the knowledge, skills and behaviours relevant to maximising employability within the hospitality, tourism and events sectors. A wide range of contemporary factors will be examined that allow students the opportunity to reflect on their own personal effectiveness and subsequently produce a development plan in order to address identified knowledge, skills and behaviour requirements. Students will also be required to demonstrate evidence of self-development designed to maximise their own employability. This evidence may come in various forms but will be further facilitated by close liaison with [Hired@UCB](mailto:Hired@UCB).

**Syllabus and Content**

Understanding and appreciating employer perspectives related to key aspects of employability within the hospitality, tourism and events sectors:

1. Knowledge, skills and behaviours
2. Using skills and competence frameworks to assess current levels of employability
3. Assessing and diagnosing own development needs to maximise employability
4. Setting personal and professional development objectives
5. Creating professional development plans
6. Recognising, categorizing and recording development
7. Evaluating the effectiveness of professional/personal learning.
8. Maximising opportunities for development.

**Learning Outcomes**

- i. Reflect on personal effectiveness in relation to identified employability attributes
  - ii. Produce a development plan designed to address identified knowledge, skills and behaviour requirements
  - iii. Demonstrate the knowledge, skills and behavioural attributes relevant to maximising employability within the hospitality, tourism and events sectors
- Weighting: 100.00

**Summary of Method Assessment**

- Coursework: Portfolio demonstrating the knowledge, skills and behavioural attributes relevant to maximising employability within the hospitality sector; a reflective account of personal effectiveness; a development plan designed to address identified knowledge, skills and behaviour requirements

**Module Description**

Building on the Level 4 module Planning for Professional Development, this module will encourage you to identify and apply for opportunities and careers that are available to you and assist you to take responsibility of your own transferrable skills. You will identify opportunities for development via a training needs analysis and build upon the personal development plan formed at level 4 to support you with your Career Development Planning. This may extend to include recognising the potential to develop these skills through work experience, placement and study overseas and indeed applying for such opportunities.

**Syllabus and Content**

1. The module will commence with an exploration of the key challenges in the graduate labour market.
2. You will then evaluate how your current programme of study is supporting you with the development of key employment skills. Through personal reflection, you will identify graduate attributes and transferrable skills that are being developed through your studies and present work experience and also identify opportunities for wider personal development, which could include exploring placement, overseas study, or voluntary work experience.
3. During the programme, you will gain an appreciation of the graduate recruitment process and will deploy personal strategies for improving personal effectiveness in selection processes, including interview skills, psychometric testing and assessment centre performance and working with others.
4. Your progression will be evidenced in a portfolio and through a reflection on your performance at a simulated graduate assessment centre, which forms the core of the module assessment.

**Learning Outcomes**

- i. Evaluate own graduate attributes and transferrable skills
- ii. Build a portfolio of evidence to demonstrate improved personal effectiveness in selection processes
- iii. Reflect on your performance at a simulated graduate assessment centre

**Summary of Method Assessment**

- Coursework: Personal Development Portfolio (2000 words) 100%

**Module Description**

This module provides an insight into the key issues required in setting up and running a small business enterprise. A particular emphasis will be placed on students undertaking the appropriate preparatory research into such areas as: demographic and social trend extrapolation, customer target markets and location analysis, in order to justify a demand for their product/service prior to starting up a small business.

This module will also allow the students the opportunity to apply and extend upon a range of management concepts - delivered at level 4 - including: financial forecasts; promotional strategies; business objectives, human resource allocation and legal requirements.

**Syllabus and Content****1. *The nature of a Small Business***

Role of small businesses in the UK economy. Introduction to issues affecting business start-up and failures. Growth stages and business life cycles

**1. *Market Research***

The need for market research. Understanding customer requirements. Marketing strategy and planning. Social and demographic factors, target market profile and locations. Application of marketing tools by small businesses.

**3. *Business planning***

The role of business plans and their structure and purpose. Financial information for business plans: theories of forecasting, cash budgets, costing and pricing policies, profitability measurements, breakeven policies.

**4. *Financing Small Businesses***

Sources of finance: private sector, public sector and grant aided sector. Factors affecting choice of finance. Implication of short term and long term financing.

**5. *Small Businesses and external influences***

The effects of government agencies on Small businesses including the role of Inland Revenue; the Customs and Excise and local authorities. Restrictions on trading including: Employment legislation, Health and Safety and maintenance of financial records.

**Learning Outcomes**

- i. Produce a detailed written business plan for a small business containing all of the information necessary to fully evaluate the proposed venture.
- ii. Undertake a detailed verbal business plan presentation for a small business containing all of the information necessary to fully evaluate the owner's ability to manage the proposed venture.

**Summary of Method Assessment**

- Coursework: Written Business Plan - 2500-word report - group work (individual marks will be allocated) (50%)
- Practical exam: A 15 minute business presentation with a 15 minute Q & A session - group work (individual marks will be allocated) (50%)

**Module Description**

This module is about appreciating the importance of the ever evolving digital landscape and understanding how to develop the skills to improve digital marketing effectiveness. It provides awareness of the nature of the challenges and opportunities within the digital marketing environment and outlines the skills and tools required to support and enhance marketing activities. It introduces students to the range of digital marketing platforms available with a particular emphasis on social media marketing. The growing impact of online communities and user generated content will also be reviewed.

**Syllabus and Content**

1. *Introduction to Digital Marketing*  
Defining digital marketing. How digital technologies have impacted marketing. Applications of digital marketing. Benefits of digital marketing. Alternative forms of digital presence. Challenges in developing and managing digital marketing strategy.
2. *Introduction to Social Media*  
Exploring the scope of social media. Social media comparisons to traditional media. A history of social media. The characteristics of social media. Social Media Platforms: past, present and future.
3. *Web 2.0 & User Generated Content*  
The evolution of the WWW. What is Web 2.0? The defining Characteristics of Web 2.0. How Web 2.0 has added value to Web 1.0. What is user generated content?
4. *Introduction to Social Media Marketing*  
Defining social media marketing. Differentiating social media marketing from traditional marketing. Strategies to encourage customer involvement in social media marketing.
5. *Types of Media*  
Differences between paid media, earned and owned media.
6. *Understanding Online Communities*  
Characteristics of online communities. Movement of ideas around a community? Exploring how opinion leaders develop in communities. The influence and impact of these individuals on other consumers.
7. *The Locus of Power*  
Discuss the relative power movement from organisations to consumers as a result of social media and digital channels.
8. *Social Publishing*  
Channels of social publishing. Sources of content in social channels. What Content characteristics used to enhance perceived content quality and value. The role of social publishing in social media marketing. Methods to enhance social content to engage interest.
9. *Technology developments*  
The impact of technological innovations on consumer engagement, e.g. augmented reality, mobile applications.

**Learning Outcomes**

- i. Examine how digital technologies have transformed the marketing landscape.
- ii. Articulate the meaning, characteristics and types of Social Media.
- iii. Demonstrate a knowledge of the growing range of digital platforms.
- iv. Identify the role of the digital marketing function using contemporary business examples.



### **Summary of Method Assessment**

- Coursework: Students are required to write a 1000 word online article for a digital magazine (individual). This will be an electronic submission to minimise the opportunity for inappropriate re-use of existing material (50%)
- Coursework: Online discussion/e-debate (4 submissions totalling 1500 words) - individual (50%)

**Module Description**

Events are by their nature intrinsically linked to business and this module seeks to give an overview of key business concepts in the context of events and the events industry. The module explores key business principles of economics, marketing and finance within a contextualised event framework. It is intended that students' understanding of these business principles will enable enhanced application to 'live events' and future roles within the events industry.

**Syllabus and Content****1. *Business environment and economics***

Assessment the wider business environment factors. Supply and demand issues and market structures. Links to related areas of hospitality, leisure and tourism. Critical issues in the success and failure of businesses in the events industry.

**2. *Marketing***

The elements of Service marketing, clarification of the marketing mix.

Customer segmentation and target audiences for events.

The interrelationship of sales and marketing to events operations.

**3. *Finance***

Configuring the event financial model - exploring basic financial concepts, pricing, budgeting for the events concept. Managing the cash-flow and its importance. Recording event Profit and Loss and the link to end of year accounts. The event break-even analysis.

**Learning Outcomes**

- i. Understand the importance of the key macroeconomic factors within the event business environment.
- ii. Explore the nature and challenges of the marketing of event services in terms of market segmentation and application of the marketing mix.
- iii. Understand key financial terms and procedures whilst applying financial calculations to data.
- iv. Prepare financial statements for both event organisations and specific events.

**Summary of Method Assessment**

1. Coursework: An individual 2000-word case study report (100%)

**Module Description**

The module is considered suitable for undergraduate BA and FdA Level 4 students on Events Management and Hospitality with Events Management programmes, having been specifically designed to develop students' knowledge and ability in academic research applicable to the Events discipline. Research theory and methods are introduced and practically utilised by students within a mini-research project concerning a contemporary event issue of their choice. The module aims to develop students' knowledge of appropriate research techniques and their ability to critically evaluate different sources, according to specific criteria, ethics and access issues.

The module adopts a structured and practical approach to accessing, understanding and evaluating different types of information. This will enable students to effectively conduct appropriate research on a relevant topic of their choice which will be underpinned by key theories applicable to the Events Industry. Student will demonstrate understanding through varied forms of assessment and seminar exercises.

In addition, the module provides a foundation in supporting research requirements within other programme modules studied, in particular the Live Events Module (347).

**Syllabus and Content**

1. Introduce the concept, types and methods of research at the undergraduate level, grounded within the Events Management subject discipline, creating an awareness of access and ethical issues which may affect research findings.
2. Introduce relevant terminology within research, emphasising the importance of theories; sources of knowledge and methodological approaches to research at undergraduate level and beyond.
3. Access and effectively use appropriate online sources relevant to the Events' discipline.
4. Understand and apply the relevant criteria for critically evaluating the work of others.
5. Consider and determine a range of contemporary issues within the Events Industry.
6. Recognise the importance of self-reflection as part of action learning and future development.

**Learning Outcomes**

- i. Understand the need for effective, valid and reliable research and associated issues related to ethics and access
- ii. Through appropriate research, evaluate a contemporary issue of interest within the Events Industry.
- iii. Analyse and evaluate research findings, offering appropriate conclusions and recommendations

**Summary of Method Assessment**

- Coursework: A 1500-word research paper (100%)

**Module Description**

This module builds upon and enhances the knowledge gained at Level 4. It will enable the student to acquire and further develop his or her knowledge, skills and techniques in providing financial information useful to the management decision making process. The main emphasis will be upon assessing how financial information is generated using computer software and how it is used as an integral element of the management process in addition to learning how to process numerical data.

**Syllabus and Content****1. Profit statements and statements of wealth**

Importance, purpose and relevance of financial data within events management. Profit and loss accounts for businesses. Profit statements and income/expenditure accounts for individual social/life-cycle events and sports events. Assets and liabilities and returns on investment.

**2. Financial Objectives**

Commercial/ticketed events, cost constraints, profit targets and motive. Voluntary events for charitable or cause-related groups, government and civic events. Cost estimations and resource elements of events.

**3. Budgetary Control and Standard Costing**

Business plans, cash flow and cash handling procedures. Relevance of monitoring and comparing budgeted to actual figures. Investigating differences and establishing standards for costs and income.

**4. Pricing Theory**

Pricing methods, techniques and analysis. Implications of value added tax and foreign currency. Optimum selling price, marginal costs, and contribution theory. Breakeven analysis and pricing philosophies. Fixed and variable cost models. Price discounting theory and cost benefit analysis.

**5. Financial Performance**

Financial reporting and analysis of performance using accounting ratios. Profitability, liquidity, and investor benchmarks for event businesses. Management of working capital within project control. Comparisons between financial statements and their relationship to market, other company and industry standards. Management of sources of income

**Learning Outcomes**

- i. Appreciate and contrast the methodology and techniques for pricing events.
- ii. Construct and evaluate profit statements and statements of wealth reflecting appropriate accounting practice.
- iii. Analyse and interpret the financial performance of events companies and individual events and projects.

**Summary of Method Assessment**

- Examination (100%)

**Module Description**

The Events Industry is in its relative infancy compared to many other industries. However, it is developing at an accelerating rate and is increasingly used as a vehicle for economic activities. This module is designed to develop students' awareness of the events industry and the planning and marketing processes of holding an event.

**Syllabus and Content**

1. *Event typology*  
Definition and classification of event types, the purposes they serve, the differing operational activities involved and sample types on a global basis.
2. *The Events Business*  
An overview of public, private and voluntary sector events provision and the diverse mix of services available within the events business.
3. *Introduction of Events Planning*  
The key concepts of event planning and marketing to include the planning process, venue selection and marketing for events.
4. *The Impact of Events*  
The importance of social, economic, political and developmental implications of events.

**Learning Outcomes**

- i. Identify different types of events and the purposes they serve.
- ii. Distinguish the different services available and identify the key sectors of the events market.
- iii. Demonstrate knowledge of the planning and marketing concepts employed within the events industry today.
- iv. Understand the economic, political, social and developmental impacts that events can deliver.

**Summary of Method Assessment**

- Coursework: 50% - An essay based upon an understanding of event typologies and the events business, including the role of supply and supplier. 1500 words
- Practical exam: 50% - A 15 minute group-work presentation involving discussion of the key planning and marketing concepts and social, economic, political and developmental implications of staging an event.

**Module Description**

This module aims to explore the nature of marketing for events. 'Events marketing' will consider this function from a managerial perspective to enable students to form a clear understanding of the internal and external environment and key planning activities. The marketing plan includes the 'marketing mix for events' which is indicative of events management as a service-based 'industry' and the market research which is vital to ensure that the needs of the event consumer and other stakeholders are appropriate to the event being staged. A significant focus of this module will also be the communications mix and the use of the promotional tools appropriate for the marketing and advertising of events as projects of a limited duration. The delivery of this module will underpin knowledge which complements the 'live events project' module, therefore allowing students to develop a marketing portfolio for their planned event.

**Syllabus and Content**1. *Market research for events*

Analysis of the internal and external environment, to include organisational capabilities, brand awareness, market/competitive position. Sources of information for research, historical and current data. Situation analysis. The needs of the event consumer and their decision-making process. Market awareness, understanding and behaviour.

2. *The Marketing Mix for Events*

The characteristics of services. Application of the marketing mix to the service industry; the specific aspects of the marketing mix which apply to events management. Consideration of marketing for different types of events including corporate meetings, conferences, exhibitions, fairs and festivals. Developing an event 'concept'.

3. *The Events Marketing Plan*

Target marketing and segmentation - understanding the profile of the event consumer. Developing event vision, mission and marketing objectives. Selecting an appropriate market position in relation to Ansoff's product-market matrix. The event component mix, evaluating alternatives, providing service quality.

4. *Design Skills for Events and the Communications Mix*

Event message objectives and related strategies. Understanding the event 'experience' and communications objectives. Selecting integrated marketing communications media. Public relations. Electronic event marketing strategies. The marketing communications budget. Promotion management.

5. *Event Sponsorship*

The nature of events sponsorship and the growth of sponsorship as a marketing communications medium. Sponsorship and the link with event brand enhancement. Benefits for events managers and sponsors. Managing the relationship with an event sponsor.

**Learning Outcomes**

- i. Assess the nature of the events environment
- ii. Communicate an effective event marketing plan which established marketing objectives and event product positioning,
- iii. Apply communications strategy to events management and evaluate the use of a range of communications media.

**Summary of Method Assessment**

- Coursework: A 2000-word marketing plan (100%)

**Module Description**

This module provides a sound understanding of the planning, implementation and evaluation of festivals and special events. It focuses on the role of events in tourism and leisure, trends in their growth and development and related management policy issues. The module structure is based upon well-established models of events planning.

**Syllabus and Content**

1. *Definitions of events and the purpose they serve*  
Analysis of the different definitions of events. An evaluation of the political, social, economic, and cultural aspects of events.
2. *Planning and management of events*  
An overview of the planning, marketing and management of events, to include staffing and risk management issues.
3. *Impact of events*  
Identification and analysis of the community and economic impacts of events. The importance of events in city regeneration
4. *Finance and promotion of events*  
Evaluation of the funding mechanisms for events. To include the influence of the media and sponsorship.

**Learning Outcomes**

- i. Analyse the differing definitions of events and the differing purposes they serve.
- ii. Evaluate planning and marketing of events, to include staffing and risk management issues.
- iii. Evaluate the impacts of events.
- iv. Demonstrate an understanding of how events are financed and promoted.

**Summary of Method Assessment**

- Coursework - An individual 3000-word report (100%).

**Module Description**

Students will plan and execute an event within a team, to a specific time frame and to raise funds for the nominated charity - 'The Queen Elizabeth Hospital Charity'. The aim of this unit is to enable students, whilst working in groups, to experience the practical implementation of the different methods and theories relevant to event management whilst developing a positive attitude to risk taking and entrepreneurship through creative and innovative thinking.

**Syllabus and Content****1. The planning and execution of events**

To understand the main requirements of event planning and event operations including controlling the event as a project, venue, marketing, resources, logistics and time management.

**2. Establishing objectives for an event**

To evaluate the strategic objectives of an event and how these can be achieved through event feasibility screening and operations management. Establish objectives in relation to the needs of a variety of stakeholders

**3. Events Marketing**

Identifying target markets for different types of events, conducting consumer research, creating and implementing elements of the 'promotional mix' to successfully promote an event.

**4. Establish the staffing needs of different events**

To analyse the staffing needs of events in terms of project management and on site activities

**5. Implementing an event**

To plan and evaluate the on-site implementation of an event including scheduling, timing and communication

**6. Risk Assessment**

To analyse methods of risk assessment and procedures for emergency management

**Learning Outcomes**

- i. Discuss the key issues of events operations.
- ii. Plan and evaluate a live event using event planning and operations management theory.
- iii. Review aspects of project management relevant to event, including scheduling and time management.
- iv. Evaluate the success of a live event in relation to event objectives and the effectiveness of operational planning and management, including staffing and risk management.

**Summary of Method Assessment**

- Coursework 1: Team assignment related to the planning and operation of an event. Split into a 2000 word report (40%) and (up to) 10 minute team pitch in the form of a presentation (Practical exam -30%) Individual marks will be allocated based on contribution
- Coursework 2: An individual 1000 word post-event reflective essay (30%)

**Module Description**

Students will gain a sound knowledge of the nature, significance, organisation and development of the events industry in contemporary society. Knowledge of both the theoretical principles and practical factors affecting the events industry will be addressed, including developments from a national and international perspective.

**Syllabus and Content**

1. Event typology  
Definition and classification of event types, the purposes they serve, the differing operational activities involved, and sample types on a global basis.
2. The Events Business  
An overview of public, private and voluntary sector events provision and the diverse mix of services available within the events business.
3. Introduction of Events Planning  
The key concepts of event planning and marketing to include the planning process, venue selection and marketing for events.
4. The Impact of Events  
The importance of social, economic, political and developmental implications of events.

**Learning Outcomes**

- i. Identify different types of events and the purposes they serve.
- ii. Distinguish between the different services available and identify the key sectors of the events market.
- iii. Demonstrate knowledge of the planning and marketing concepts employed within contemporary events practice.
- iv. Understand the economic, political, social and developmental impacts that events can deliver.

**Summary of Method Assessment**

- Coursework: A 1,250 word individual venue audit report, that details an audit of the client venue, to include internal and external impacts. (50%)
- Practical Exam: Progressing from CW and in groups, students will present their recommendations covering the client venues key planning and marketing concepts and social, economic, political and developmental implications of staging an event at this venue. (15 minute presentation with up to 10 mins Q&A) (50%)

**Module Description**

This module is an introductory module which will provide learners with an understanding of the macro-economic, institutional and political forces influencing the development and regulation of the international business. This module challenges the learner to develop understanding of the multi-dimensional and dynamic environment in which businesses operate, with particular reference to the impact of economic trends, global regulatory frameworks and trading/operating within complex international markets.

**Syllabus and Content**

The module will explore the implications of political, economic and legal changes in the international business environment. Focusing on these external factors will enable the learner to develop an appreciation of the global trends affecting businesses of all sizes and forms.

The module will commence with an introduction to the global business environment, which will enable learners to build an appreciation of what is meant by the term globalisation and its main dimensions. Learners will then develop an understanding of some of the contemporary factors affecting businesses, such as:

- Political/Legal - Learners will develop an understanding of the role of State and the importance of global governance and regulation and the subsequent implications for international trade and investment.
- Macro-economic - Learners will be introduced to the key principles of economics, including supply and demand and elasticity and will explore market structures, to include aspects of perfect competition, monopoly, oligopoly and monopolistic competition.
- International trade and investment - learners will assess major economies and emerging economies and analyse the associated benefits and challenges to businesses.

Underpinning themes of technology and society will run throughout the module and are also covered within the complimentary Level 4 module - People and Organisations.

The module will conclude by considering global organisations of the future, to include factors such as single currency, the rise of MNC's and increasing drive towards ethical/responsible business practices.

**Learning Outcomes**

- i. Examine key drivers of globalisation
- ii. Understand the opportunities and challenges presented by the external business environment
- iii. To demonstrate an understanding of the impacts of future external challenges to business

**Summary of Method Assessment**

- Coursework: Individual Case Study (1500 words) 100%

The assessment is based upon a given case study and requires the student to explore key external factors affecting the business. These will include an explanation of how globalisation has/has not impacted upon the business at present. Identification of opportunities and challenges presented by external factors to the business and identifying further challenges and concepts which may impact on the business in the future.

**Module Description**

This module will enable the student to acquire and further develop his or her knowledge, skills and techniques in providing financial information useful to an entrepreneur in both starting a new business and for SMEs, in general. The main emphasis will be upon assessing how financial information is used as part of the management and decision making process in addition to the physical processing of numerical data.

**Syllabus and Content****1. Budgetary control and financial planning**

Construction of profit and loss statements and balance sheets for sole traders. Role of the budgeting process. Preparation of detailed cash budgets, forecast profit statements and forecast balance sheets. Issues of managing liquidity and profitability.

**2. Pricing Theory**

Pricing techniques used in the service sector. Net profit and rate of return pricing. Marginal pricing and contribution theory with particular reference to gaining market share for business start-ups. Psychological and financial implications of price discounting and cost control.

**3. Regulatory Framework**

Financial statements for sole traders, partnerships and private limited companies. Financial benefits of start-ups under each of these business structures. Short term and long term sources of finance available for small businesses and start-up operations. Role of clearing banks in business start-ups.

**4. Financial Performance**

Analysis of performance using ratio analysis. Profitability, liquidity, and use of resources. Comparisons between financial statements and their relationship to the market, other companies, and industry benchmarks. Importance of working capital management and liquidity control.

**Learning Outcomes**

- i. Prepare forecast profit statements and detailed cash budgets for a business start-up.
- ii. Assess a range of pricing models determining the most appropriate for SMEs.
- iii. Assess the regulatory framework for financial reporting, and evaluate sources of finance for new and developing businesses.
- iv. Analyse and interpret the financial performance of a business

**Summary of Method Assessment**

- Coursework: Set Exercise: Production of financial statements, 1000 words. Undertaken in pairs, as students prepare Cash Flow budgets, Profit and Loss accounts and Balance Sheets. (30%)
- Exam: Two hour closed book examination producing calculations involving application of related issues to solutions constructed, together with open-ended questions to demonstrate evidence of reading and application of knowledge in its widest format. (70%).

**Module Description**

The level 4 fitness training module will set the foundation knowledge for the progressive learning of fitness for health and performance. Students will explore the principles and components of fitness and the benefits associated through safe and effective client assessment. The module will enable students to prescribe a fitness training programme and successfully demonstrate safe and effective exercise instruction.

**Syllabus and Content****1. Components of fitness**

Students will explore the key components of fitness and how they relate to health and fitness. Students will establish training recommendations for the varying components and the training methods associated.

**2. Fitness assessment**

Students will learn the safe and effective process of fitness assessment. They will also interpret findings from the data in relation to normative research findings which will influence exercise prescription and current recommendations.

**3. Exercise prescription**

The module will cover the knowledge required to prescribe exercise for varying populations and individuals. Students will look at the current recommendations for the development of the various components of fitness and critically design specific individualised programs.

**4. Safe demonstration**

The module will develop student's competency in exercise demonstration. Students will be required to critically appraise exercise technique and be able to promote best practice through both coaching and accurate demonstration; this will include gym-based cardiovascular, muscular strength/endurance, motor skills and flexibility exercises.

**Learning Outcomes**

- i. Understand the principles and components of fitness.
- ii. Undertake a safe and effective assessment of a client for fitness training.
- iii. Prescribe a basic fitness training programme.
- iv. Safely and competently demonstrate, instruct and coach specified fitness training (including gym-based cardiovascular, muscular strength/endurance, motor skills and flexibility exercises).

**Summary of Method Assessment**

- Practical exam: A 20 minute practical Assessment (40%)
- Practical exam: A group case study presentation of 20 minutes duration (60%)

**Module Description**

This module introduces the student to the concept of the food, beverage and accommodation functions. Students will begin reviewing and discussing differing types of operations and related issues. Awareness of the constraints under which food, beverage and accommodation departments operate and of the correct procedures to follow given those constraints will also be developed. Students will demonstrate an understanding of certain legal requirements necessary in the effective management of food and beverage areas and the importance of sound hygiene practices within operations. Participation in practical sessions will introduce students to the kitchen and restaurant environments, while developing craft and customer service skills in these areas. The accommodation section introduces the provision of residential accommodation to both the general public and those with specific needs. The day to day upkeep, furnishing and maintenance needs of residential facilities is discussed along with coverage of operational and administrative systems of the front office areas.

**Syllabus and Content**

1. *The structure and organisation of the food and beverage function*  
An introduction to the range and variety of the food and beverage function. Structure of the work environment and roles played by key personnel for the effective utilisation of resources. Operational food and beverage resource requirements related to customer needs and expectations. The importance of operational flexibility to meet current trends and changing customer requirements, such as consideration of ethnical and sustainability issues. Food and beverage pricing. Customer service versus profit potential and operational requirements. Awareness of commodity sources of supply purchasing, including sourcing of local produce, and handling procedures, including storage, issuing and control.
2. *Knowledge of food microbiology and food safety*  
An investigation into the varying forms of pathogens and other hazardous agents associated with food preparation. Evaluation of relevant current legislation, codes of practice, and control and prevention measures observed by managers.
3. *Knowledge and practical ability in a range of techniques*  
Participate in essential work routines in the kitchen and restaurant environments to include an awareness of importance attached to sound hospitality skills, provision of food and beverages and correct health, safety and hygiene standards.
4. *The accommodation and front office functions and the importance of housekeeping*  
The role of accommodation in the hospitality industry. Organisation into key areas of maintenance, housekeeping and front office. Contribution to profitability. Organisation of housekeeping, maintaining standards through sound housekeeping practices, essential procedures relating to maintenance and health and safety. Importance of the guest cycle: advance reservations, check-in, guest in house and billing. Control procedures to include customer care and satisfaction principles and the generation and use of basic operating statistics.

**Learning Outcomes**

- i. Understand the structure and organisation of the food and beverage function.
- ii. Demonstrate knowledge and an awareness of food microbiology and food safety.
- iii. Develop competence in practical ability in a range of techniques.
- iv. Demonstrate an awareness of the accommodation and front office functions and importance of housekeeping within it.

**Summary of Method Assessment**

- Practical Exam: Continual practical assessment (50%)
- Coursework: An individual 2000-word report (50%)

**Module Description**

This module introduces the student to the concept of the food and beverage function. At the same time students begin reviewing and discussing differing types of operation and various food and beverage related issues. Awareness of the constraints under which the food and beverage department operates and of the correct procedures to follow given those constraints will also be developed. In addition, students will demonstrate an understanding of certain legal requirements necessary in the effective management of these areas and the importance of sound hygiene practices within operations. Participation in practical sessions will introduce students to the kitchen and restaurant environments students, develop craft skills and offer students the opportunity to work with industry to develop food dishes suitable for use in the industry itself.

**Syllabus and Content**

1. The structure and organisation of the food and beverage function.  
An introduction to the range and variety of food and beverage operations within the hospitality sector. Structure of the work environment and roles played by key personnel for the effective utilisation of resources, within the bar, restaurant and kitchen operations.
2. Resource requirements within food & beverage operations.  
Operational food and beverage resource requirements related to customer needs and expectations. The importance of operational flexibility to meet current trends and changing customer requirements. Food and beverage pricing. Customer service versus profit potential and operational requirements such as ethical and sustainability issues. Awareness of supply purchasing, including sourcing of local produce, and handling procedures, including storage, issuing and control.
3. Knowledge of food microbiology and food safety.  
An investigation into the varying forms of pathogens and other hazardous agents associated with food preparation. Evaluation of relevant current legislation, codes of practice, and control and prevention measures observed by managers.
4. Knowledge and practical ability in a range of techniques.  
Participate in essential work routines in the kitchen and restaurant environments to include an awareness of importance attached to sound hospitality skills, provision of food and beverages and correct health, safety and hygiene standards. Development of food dishes that will meet both food production, service and customer requirements using realistic working constraints and 'live' project methodology.

**Learning Outcomes**

- Understand the structure and organisation of the food and beverage function
- Recognise resource requirements within food and beverage operations.
- Demonstrate knowledge and awareness of food microbiology and food safety practices.
- Develop competence in practical ability in a range of techniques.

**Summary of Method Assessment**

- Practical Exam: Continual practical assessment (50%)
- Coursework: An individual 2000-word report (50%)

**Module Description**

The aim of the module is to consolidate and expand upon the appreciation of musculoskeletal anatomy gained at level four. More depth and technical information will be delivered with the introduction of neurovascular anatomy, providing the learner with a deeper level of knowledge enabling them to function as a safe and effective practitioner. This deeper anatomical understanding will be applied to athletic movement and injury. The delivery will attempt to link with other level 5 modules bringing together Pathology of Sports Injury and Clinical Assessment and Therapeutic Interventions with the appreciation of applied anatomy.

Anatomy is a key underpinning component of Sports Therapy practice. Therefore, Functional Anatomy is a must pass module. In order to progress to level 6 students must pass this module

**Syllabus and Content**

1. Musculoskeletal anatomy
2. Develop a deeper understanding of the structure of peripheral joints and their associated components. Appreciate and analyse how specific orientation/arrangement of structures can affect function. Introduction of spinal anatomy relating structure of the osseous and muscular system to function.
3. Neurovascular anatomy
4. Identification and appreciation of the main peripheral nerves and blood vessels of the body.
5. Application of knowledge to athletic movement and injury.
6. Neuromuscular and vascular anatomy is delivered in an applied context with relation to athletic movement and injury. This will enable the learner to attain an anatomical appreciation when analysing injury and movement.

**Learning Outcomes**

- i. Demonstrate an in depth knowledge of structural musculoskeletal anatomy
- ii. Demonstrate an understanding of the function of musculoskeletal anatomy.
- iii. Demonstrate an understanding of neurovascular anatomy
- iv. Demonstrate practical understanding and application of musculoskeletal and neurovascular anatomy in athletic injury and movement.

**Summary of Method Assessment**

- Exam: A 90 minute Examination (60%)
- Practical Exam: A 20 minute presentation with Q&A (40%)

**Module Description**

A key aspect in children and young people's development is that sport can contribute to fitness which in turn contributes to health and wellbeing. The concept of sport promoting health and fitness is evident in government campaigns, children's and young people's educational environments, commercial leisure facilities and in the media. Whilst the benefit of sport is commonly acknowledged, the reality of achieving health can be complex. The aim of this module is to critically explore how sport can contribute to health and fitness, in physiological and psychological senses and how practical guidelines can be developed by practitioners to improve the health and fitness initially of children and young people. In addition to this, the module aims to explore the potential effect of drug use by children and young people both in relation to sport and in the wider context. This will include the identification of drugs, drug use and paraphernalia, an understanding of the law and history of drug use and the practicalities of working with children and young people who are involved with drug use.

**Syllabus and Content**

1. Examine the principles of health and fitness and assess the negative impacts of sport. Understand why taking personal responsibility for your own health is important. Appreciate the short and long-term benefits of a healthy lifestyle. Understand the relationship between psychology and physiology. Principles of active recreation. Negative impacts of sport. Examine how sports can damage your health.
2. Determine the attributes and forms of health promotion facilities, screening and exercise testing whilst focusing on issues of fitness and disease prevention.
3. Identify human morphology, focusing on nutritional sources. Introduction to the principles of nutrition plus nutrition and diet.
4. Drug use in the wider context. The identification of drugs, drug use and drug paraphernalia. The law and history in regard to drug use. The potential dangers to health of drug misuse. Working with children and young people exposed to drug use.

**Learning Outcomes**

- i. Critically examine the principles of health and fitness and assess the negative impacts of sport.
- ii. Determine the attributes and forms of health promotion facilities, screening and exercise testing, whilst focusing on issues of health and disease prevention.
- iii. Explore key aspects of human morphology, focusing on nutritional sources.
- iv. Demonstrate a deep understanding of the effects of drug use and its impact on the lives of children and young people

**Summary of Method Assessment**

- Coursework (50%) Case study of 1500 words with scenario (relating theory to practice)
- Practical Exam (50%) A 10 minute Resource Presentation with a 500-word summary



## **HOSPITALITY & TOURISM BUSINESS PRINCIPLES (877)**

**LEVEL 4**

**10 ECTS**

### **Module Description**

The module explores key business principles relevant to those students studying hospitality and tourism programmes at level four with a particular focus on the macro environment and basic finance and accounting. It is intended that students' understanding of these business principles will support their learning within both technical modules and higher level modules. In addition, the module aims to develop students' commercial awareness for future roles of employment within the hospitality or tourism industry.

### **Syllabus and Content**

1. The macro environment - PESTEL factors and a specific focus on macroeconomic environment (demand, exchange rates, economic impacts of tourism and hospitality)
2. Methods of growth and business structures/forms of ownership applicable to hospitality and tourism organisations.
3. Introducing entrepreneurship within the hospitality and tourism industries (characteristics, features, attitudes and behaviour, relevant examples)
4. Finance and Accounting - Profit and Loss Accounts, Balance Sheets, Break-even analysis,

### **Learning Outcomes**

- i. To understand the importance of the key factors within the macro environment and their implications for the hospitality and tourism industries.
- ii. To explore the methods of growth for hospitality and tourism organisations and their key drivers.
- iii. To identify the different types of business structures within the hospitality and tourism industries and their implications.
- iv. To prepare financial statements for a simple hospitality or tourism organisation.

### **Summary of Method Assessment**

- Coursework: Group Report (2000 words per group) 50%
- Exam: Two hour multiple choice exam for finance and accounting content 50%



## **HUMAN RESOURCES FOR HOSPITALITY MANAGERS (879)**

**LEVEL 5**

**5 ECTS**

### **Module Description**

This level 5 module is designed to provide practical HR knowledge and application for managers within the hospitality industry. It is intended to provide an insight into the importance of both the legal implications and best practice relating to day to day HR related activities. Emphasis will be placed on the practical application of Human Resources Activities and the role of the department head/line manager in delivering these.

### **Syllabus and Content**

1. *The Legal Framework* - the regulatory framework that governs much of the employment relationship and related HR activities.
2. *Resourcing* - analysis of the approach to resourcing the business and the implications of an appropriate recruitment and selection processes.
3. *Performance Management* - the role of the line manager in managing performance including an analysis of performance review processes and the role of Disciplinary and Grievance procedures.
4. Learning Training and Development - managing and developing talent within the business

### **Learning Outcomes**

- i. Outline up to date legislation and demonstrate how this relates to day to day HR practice
- ii. Evaluate processes for people resourcing within the business against a theoretical framework
- iii. Analyse the role of managers in the performance management process and establish how this impacts upon employee engagement
- iv. Demonstrate an understanding of the role of the line manager in Learning, Training and Development activities

### **Summary of Method Assessment**

- Coursework: An individual 15 minute interactive electronic resource providing line managers with a practical guide to HR (100%)

**Module Description**

The aim of this module is to provide the student with an introduction to the biomechanics of sports injuries. The module will examine key biomechanical principles and methods of analysis used to investigate injuries. The student will be able to apply theory to practice when assessing contributing factors to sports injuries including the mechanics of key motor skills and the biomechanics of important anatomical structures. Through practical application, students should experience and thus appreciate the magnitude and relevance of biomechanical principles that form the basis of injury assessment. Overall, this module adopts a dual-approach of theory and practice in order to take students from the identification of intrinsic and extrinsic biomechanical factors which contribute to sports injuries through to design of injury reduction programmes, with the incorporation of current research

**Syllabus and Content**

1. Students will be introduced to the biomechanics of human movement. This will include (i) the mechanics of human movement during common motor skills and (ii) the mechanics of key biological tissues.
2. The module will cover basic concepts of movement including speed, velocity, acceleration and deceleration. This knowledge will be used to develop kinetic and kinematic analysis skills to investigate sport performance and the aetiology of sports injuries.
3. An in depth understanding of the nature of force will also be developed. Practical demonstrations of how force and movement mechanics contribute to injury will be included. Furthermore, students will be given an overview of the nature of pathological forces relative to stress strain curves and with reference to impulse and momentum.
4. The module will develop students' understanding of biomechanical risk factors for traumatic and overuse injuries to the upper/ lower limbs with the use of theoretical models and case studies. These will be linked to biomechanical stress, extrinsic forces and the physical demands inherent in the performance of motor skills common to sports and exercise.

**Learning Outcomes**

- i. Demonstrate an understanding of simple principles of biomechanics to human movement and the biomechanical function of important biological tissues.
- ii. Examine the role of external and intrinsic biomechanical factors in sports performance and the aetiology of sports injuries.
- iii. Describe and apply Newton's laws of motion and explain the nature of force relative to stress and strain.
- iv. Identify and describe key biomechanical risk factors for the causation of traumatic and overuse sports injuries.

**Summary of Method Assessment**

- Coursework: An individual 1000-word report (40%)
- Exam: A 90 minute examination consisting of multiple choice & short answer questions (60%)

**Module Description**

The module develops students' understanding of contemporary issues and how they have impacted on resourcing and retaining talent. Furthermore the module aims to appreciate the global and international human resource issues that impact on large and SME businesses. This module is also designed to highlight the importance of good leadership and the role of the line manager in engaging and developing creativity in their people. The module also aims to develop an understanding of the contribution of effective leader development to sustainable business performance.

**Syllabus and Content****1. HR & contemporary issues with a global and international perspective.**

The role of HR in planning for future resources with reference to appropriate models. An understanding of the macro/micro environment and its impact upon Human Resource Planning.

**2. Resourcing**

An evaluation of the challenges of resourcing and retaining a diverse, multigenerational and flexible workforce.

Human Resource Development a global and international perspective

Rewards and the role of the line manager

An analysis of contemporary reward strategies and an appraisal of their effectiveness in nurturing and retaining talent at all levels within the organisation

**3. Leadership and performance management**

An analysis of HRD drawing upon traditional models of leadership and contemporary thinking.

The role of the line manager in engaging, retaining and developing creativity in their people

Introduction to some of the leadership challenges in managing change

**Learning Outcomes**

- i. Demonstrate the role of Human Resource Planning in responding to the challenges of a changing business landscape
- ii. Evaluate the role of a reward strategy in the development of and retention of talent
- iii. Assess contemporary models of leadership and their contribution to leadership development and employee performance
- iv. Analyse the role of leadership in increasing employee engagement, developing creativity and improving enterprise performance.

**Summary of Method Assessment**

- Practical Exam: Assessed Seminar (Individually graded) - 50%
- Coursework: An individual 2000-word Consultancy Proposal - 50%

**Module Description**

The Management and Planning of Sport module aims to ensure positive appreciation and knowledge of the more technical approaches to sport planning based on robust and up-to-date assessments of need for all levels of sport and all sectors of the community. To achieve this, the modules objectives are to seek to comprehend planning management and government policy, appraise existing planning process and demand; determine event planning and regeneration and forecast directional planning strategies in rural and urban settings. Furthermore it presents the planning of sport against local, national and international perspectives evaluating the economic, social and environmental implications. For this extensive appraisal of the management and planning of sport an experiential residential will provide the foundation to the disciplines and skills appropriate to the (student) planner in the sport context now and in the future.

The Management and Planning of Sport module examines the planning system in considering these aim and objectives, seeking to ensure that they are reflected in local planning policies, and managed in associated organisations nationally and at an international level.

**Syllabus and Content**

1. The vast demands of management and planning in sport, the local and global pressures, the weight of expectation, the breadth of problems, and the diversity, range and complexity of environmental contingencies which challenge current best practice.
2. The case for planning sport at the local level demands thorough examination of the robust policy frameworks; political ideologies that govern policy and the effectiveness of process(es) in place.
3. The management of process(es), the hierarchy of needs, the issues of conflict and the role of the stakeholder questions current planning strategies and policies in sport provision.
4. The concept, and nature of event and event categorisation, the growth of sport and tourism as symbiotic in their relationship, the size, scale and frequency of event(s), the nature of sport as a tool for regeneration and the focus on sustainability.
5. The use of sport as directional planning in the urban and rural environments supporting the local economy and community, challenging the traditional pursuits of countryside and metropolitan regions and redressing the economic activity.
6. An understanding of the subjective and decentralised idea of management and planning of sport at the local, national and even international levels.

**Learning Outcomes**

- i. Analyse government policy in the management and planning of sport.
- ii. Explore the process of, and characteristics associated with, demand assessment in a sport planning context.
- iii. Evaluate the concept of sport tourism as a sustainable regenerative strategy.
- iv. Examine the rural and urban sport environments through glocal perspectives.

**Summary of Method Assessment**

- Coursework: An individual 2000-word report based on the residential visit and which accompanies the team presentation (covers L/O i & ii) 50%
- Practical exam: A 20 minute team presentation based on the residential visit (individual marks will be allocated) (covers L/O iii & iv) 50%

**Module Description**

In this module students have the opportunity to apply management principles in a 'live' realistic working environment situation. Students are expected to demonstrate managerial skills in order to ensure the execution of a successful function. Students will have to exhibit effective team working and collaboration skills throughout each stage of this module. They must also demonstrate the need for effective control and revenue generating procedures in order to ensure their function is not only successful for their customers, but also financially successful.

Upon completion of the module, students should also understand industry requirements with regard to managing safely and effectively complying with all relevant legislation and UCB policy.

**Syllabus and Content****1. Function planning**

Planning a suitable function theme in relation to cost, target market, staffing levels, resource requirements and financial constraints. Effective Team working, collaboration and communication skills developed to ensure that all planning requirements for the function are carried out within an appropriate timeframe.

**2. Financial considerations**

Costing of function tickets; food and beverage costing. Setting budgets in order to achieve the predetermined net profit for the function. Food and beverage calculations and statistics and the ability to analyse what these figures indicate on a profit and loss account.

**3. Standardisation of product and quality management**

Importance of establishing and maintaining standards, evaluating the need for standardisation in food and beverage outlets, along with analysing problems associated with standardising tangible and intangible products. Creation of standard operating procedures for operational departments.

**4. Control systems**

Creation of control procedures for each department to minimise wastage, and maximise profitability. Food and beverage cost control. Appropriate time plans and work schedules.

**5. Maximising revenue**

Productivity and performance measures. Sales mix and menu engineering. Adding value without adding cost. Sales and marketing techniques to maximise revenue.

**6. Performance measurement.**

Critique of the 'live' function in order to analyse performance, evaluate staff, management and self. Evaluating financial outcomes and disseminating customer feedback.

**7. Occupational Health and Safety.**

Introduction to Occupational Health and Safety to include reactive monitoring, risk assessment and control, health and safety legislation, common hazards, active monitoring and safety management systems.

**Learning Outcomes**

- i. Complete all relevant tasks related to the planning of a live function.
- ii. Demonstrate the ability to both lead and work in a team in order to successfully execute a live function
- iii. Evaluate the outcome of a live function including financial and personal performance.

**Summary of Method Assessment (All tasks are undertaken as group work)**

- Coursework: Planning of a 'Live' function (25%),
- Practical exam: Execution of the 'live' event (including continuous assessment) (50%)
- Practical; exam: Post-function evaluation (25%) -100%

**Module Description**

This module aims to provide a broad introduction to the development of management theory and explore managerial behaviour, including changes in the structure and working practices of organisations. The module also aims to develop the students understanding of the processes and factors that shape individual differences, group dynamics and leadership styles within a working environment. Practical facilities are used to illustrate and evaluate the key management principles.

**Syllabus and Content**

1. The nature of managerial work  
Development of management theory in the context of how organisations have changed their approaches to management over the years. Key management theories/approaches of managing people in relation to the main functions of management, such as organisation, communication, leadership and control.
2. Motivation and leadership  
The motivation of individuals and an introduction to content-based theories of motivation. Introduction to process-based theories of motivation to explore 'how' individuals and groups are motivated. An introduction to leadership with an emphasis on styles and traits and the effect these have on employees.
3. Working with others and group formation  
The importance of understanding human behaviour especially personality, perception, attitudes and values when recruiting, managing and working with others. The formation of groups and the role and development of groups within organisations.
4. The impact of management behaviour and working practices in organisations on individuals  
The need to understand working practices and the influence these can have on communication and motivation leading to an understanding of stress and how it can be managed in the workplace.

**Learning Outcomes**

- i. Explain how major management approaches have developed and impacted on working practices, the work environment and the individual.
- ii. Explain the development of group relationships and their importance in the workplace.
- iii. Offer suggested approaches to motivating employees in the workplace.

**Summary of Method Assessment**

- Coursework: An individual 1000-word essay in response to 3 short answer questions - 50%
- Exam: 2 hour exam 50%

**Module Description**

This level 4 module aims to provide a broad introduction to management theory and principles and how they relate to the sports environment. The module explores managerial behaviour and its impact on sport / recreation and highlights changing working practices and structures within public, private and voluntary sport organisations. The module develops students' understanding of how individuals operate within sport organisations and the importance of group dynamics and leadership within the vocational context.

**Syllabus and Content****1. *The nature of management in sport***

The development of management theory and how this can relate to managing people in the vocational context. Key management theories and approaches and how these may be adapted for the vocational context. The organisation structure of public, private and voluntary sector sport organisations.

**2. *The Role of Effective Communication and Management***

Understanding the emotion behind the information to deepen connections to others and improving teamwork, decision-making, caring, and problem-solving. Communicating negative or difficult messages without creating conflict or destroying trust. Effective communication, nonverbal communication, attentive listening, the ability to manage stress in the moment, and the capacity to recognise and understand emotions.

**3. *Leadership and Motivation***

An introduction to leadership and its role within a sports context. The motivation of a disparate range of individuals working within sports organisations. Theories of motivation and their application to sports organisations. Staff morale and ethos.

**4. *Working with others and group formation***

The role of personal attributes in the development of human behaviour especially personality, perception, attitude and values and how these influence other people. The need for well-developed intrapersonal skills when working within and managing sport. The formation of groups and their role in sports organisations.

**5. *The transition of managerial behaviour***

The exploration of transition and the contextual nature of managerial behaviour within a broad vocational area. The use of delegation and participation and the importance of communication and decision making within sports organisations.

**6. *The impact of changing working practices***

How these will relate to the vocational area and in balancing conflicting demands and priorities. The importance of economic and social policy issues. Changes in the economic and social policy environment and the impact on managerial practices and decision making. How these economic and social policy issues can affect the working environment.

**Learning Outcomes**

- i. Appreciate how changes in organisations and working practices are reflected in managerial behaviour within a vocational context.
- ii. Explain the nature of group relationships and their importance within the sports environment.
- iii. Examine approaches to managing and motivating a disparate range of stakeholders in sports organisations.
- iv. Analyse the importance of economic and social policy issues in managing sports organisations.



### **Summary of Method Assessment**

- Coursework: An individual 1000-word media article - 50%
- Practical exam: A 15 minute team presentation (individual marks awarded - log sheets are compulsory) 50%

**Module Description**

This module will appraise the role of marketing communications within a hospitality setting. It will take a case study approach in order to demonstrate application of marketing communications theory to a real world industry example. An integrated approach will be taken that develops linkages between the communications process, the target market and the utilisation of a range of promotional mix activities in order to achieve set objectives through consistency of message.

**Syllabus and Content**

1. The Communication Process - The key stages in the communication process and how they relate to real world marketing communications.
2. Consumer Decision Making - Motivations and determinants in the consumer decision making process and how marketing communications can influence the process.
3. Segmentation, Targeting and Positioning - Looking specifically at how marketing communications relate to a specified target market and how a positioning statement can be conveyed.
4. The Marketing Communications Mix - The use and effectiveness of various elements of the marketing communications mix including advertising, PR, Direct Marketing, Sales Promotion and digital media.
5. Appeals and Media Selection - Linking the communications objectives to the customer by using appropriate appeals and media selection.
6. Communication Channel Management- The role of communication in managing distribution, third party involvement and user generated content.
7. Measurement and Evaluation of Marketing Communications - Ensuring that communications objectives can be measured and evaluated.

**Learning Outcomes**

- i. Apply marketing communications theory to real world industry examples.
- ii. Assess the measurement/performance of marketing communications activities.
- iii. Make recommendations to improve marketing communications activities.

**Summary of Method Assessment**

- Practical exam: Assessed seminars 100%

**Module Description**

This first year module introduces students to the principles and concepts of marketing, and provides a foundation of knowledge and skills, which will be utilised in the later stage modules. Students will assume the role of a Marketing Manager and learn how to make and justify marketing decisions. Students study the concept of marketing, market segmentation and examine marketing tactics, within the context of differing types of organisations. The module aims to provide the student with a sound awareness of the importance of customer orientation and of satisfying customer needs successfully, in an increasingly competitive environment.

**Syllabus and Content**

1. *Marketing value*  
Understand the role of the marketing function in the world of business and its contribution to different industry types. Analyse the marketing concept and its development. Understand the components of services marketing, including: intangibility; perishability; inseparability; variability and issues of ownership. Developing awareness of the importance of responding to customer orientation and marketers focusing on consumer needs and wants.
2. *Understanding customer value needs*  
Examination of the types of marketing decisions companies face. Identify the need to access information sources on which to base marketing decisions and actions. Understand the marketing research process and associated research methods.
3. *Markets and segmentation*  
Analysing buyer motivation and the purchase decision process including understanding of variables in the purchase decision making process (image, attitudes, perceived risk, cognitive dissonance, values and lifestyles) and models of consumer purchasing behaviour. Identifying the principle methods of segmentation of consumers and business customer characteristics. Understanding target market profiling and market selection. Developing positioning and value proposition strategies.
4. *Creating value to the consumer*  
Defining the 4 C's of marketing tactics. Understanding the product (tangible and intangible/service and the three levels of product). Introduction to branding, product life cycle and new product development (NPD). Understanding price (pricing objectives and methods and the internal/external factors affecting price). Applying aspects of the marketing mix. Develop appreciation of consumer protection legislation and its impact on marketing activity (such as the legalities of freedom of information/data protection; marketing and children and marketing and advertising).
5. *Delivering and communicating value*  
Introducing the definition of promotional, discussing key elements and its components. Analysing the advantages and disadvantages of the promotional mix and an introduction to the role of selling and sales in marketing.

**Learning Outcomes**

- i. Understand the nature of business activity and the role of marketing
- ii. Understand the basis of consumer behaviour and the influences on buyer decision making
- iii. Examine how research and the strategies of segmentation, targeting and positioning are used to establish customer value.
- iv. Investigate the challenges of managing marketing tactics and apply these to a given case study.



### **Summary of Method Assessment**

- Coursework (50%): Individual 1000-word Academic Essay  
Write an essay examining how a case study organisation has adopted the concept of marketing enabling it to establish market share in the face of competition.
- Practical exam (50%): A paired infographic on segmentation, targeting, positioning and managing the marketing tactics for a given organisation, with peer and lecturer review of infographic contents. Up to 1000 words max, 10 minute presentation with up to 5 minutes review.

**Module Description**

This module aims to explore the nature and scope of marketing research, including where and how marketing research fits with the other aspects of marketing management, the characteristics of the research industry and marketing intelligence suppliers. The module will focus on the practical application of the research process and the presentation of research findings. The module provides a platform upon which later modules build.

**Syllabus and Content****1. *The framework of marketing research***

The role of marketing research in marketing management decision-making. The factors that influence marketing research decisions such as type of information sought, timing, research resources and cost-benefit analysis. The marketing research industry and research intelligence suppliers. Ethics in marketing research.

**2. *The research process***

Consideration of the steps which guide the research project from its conception through the final analysis, recommendation, and ultimate action, ensuring that all aspects of the research project are consistent (e.g. implementation matches design).

**3. *Data Analysis***

The provision of practical guidelines on how to interpret and report on quantitative and qualitative research data. The aim is to enable students to evaluate and select appropriate techniques for given research contexts.

**4. *Applications of marketing research***

Traditional applications of marketing research related to the marketing mix. Contemporary issues of marketing research such as assessing competitive advantage and measuring satisfaction, quality and brand equity. Emerging applications of marketing research such as database marketing and relationship marketing.

**Learning Outcomes**

- i. Examine the nature of marketing research.
- ii. Analyse the design and implementation issues of marketing research.
- iii. Examine the main aspects of data analysis.
- iv. Demonstrate an ability to reflect on the performance and contribution to the project of themselves and others.

**Summary of Method Assessment**

- Practical exam: Live Project - Presentation to the client (team work) 15mins with 10 mins Q & A. Group presentation. 50%
- Coursework: Reflective Journal - 2000 words (Individual). 50%

**Module Description**

This module aims to explore marketing from the perspective of management, while knowledge and skills are developed in order to allow for the more effective use and control of the marketing function. Students will arrive at a clearer understanding of organisation, planning and control from the perspective of the marketing manager, and see marketing strategy and the role of the tactical components of the marketing mix in the broader contexts of the internal and external environments.

**Syllabus and Content**

1. *The analysis of the internal and external marketing environment*  
The use of tools / frameworks of analysis for the assessment of the environment such as SWOT, PEST, market/industry analysis, competitor analysis, product portfolio analysis, positioning analysis and the search for competitive advantage.
2. *The planning process*  
The marketing plan, market segments within different industries, the selection of target markets and alternative approaches to target marketing within mass and niche markets. Positioning strategies according to the needs and characteristics of the target market, competitors' actions and positioning for competitive advantage.
3. *The role of the marketing mix in the marketing plan*  
Manipulating the mix to meet marketing objectives. Considerations concerning product life cycle and new product development, packaging and branding. Combining and changing the elements of the mix in relation to the external environment, the competition, changing consumer trends.
4. *Contemporary issues*  
The analysis of contemporary issues in marketing and their contribution to the management function.

**Learning Outcomes**

- i. Assess the nature of the marketing environment.
- ii. Recognise and apply the principles of the marketing planning process.
- iii. Analyse the management of the marketing mix.
- iv. Develop and appraise contemporary marketing management issues.

**Summary of Method Assessment**

- Coursework: Case-based individual assignment (Marketing planning report) 60%
- Practical exam: Assessed Seminars 40%



**MODERN LANGUAGES (UPPER INTERMEDIATE) (285)**  
**FRENCH / GERMAN**

**LEVEL 5**

**10 ECTS**

**Module Description**

This language module aims to improve competence in the language chosen from French, German, Italian or Spanish. It will build on students' prior grammatical knowledge, introduce a range of past tenses and will further extend the number of situations they can handle linguistically. This module will equip students with the linguistic skills necessary to face new and changing every day or work-related situations. The students will be able to link theory to practice in a vocational context. The module will enable students to describe experiences and events, hopes and ambitions, and briefly give reasons and explanations for opinions and plans.

**Syllabus and Content**

1. Use past tenses appropriately and effectively.
2. Extended exchange of Personal Information incorporating accurate and frequent use of past tenses according to Language.
3. Use language in a professional manner in social and work situations; respond to a series of questions likely to be encountered during an interview for employment.
4. Report and contrast past events  
Talk about yourself and others in terms of past experience and education.
5. Problem solving.  
Reporting and solving problems using appropriate language, e.g. report an incident or an accident.

**Learning Outcomes**

- i. understand the main points of clear standard input on familiar matters encountered in work, travel, leisure etc.
- ii. produce connected text on topics which are familiar or of personal interest.
- iii. communicate effectively in routine tasks requiring direct exchange of information using a series of phrases, a range of vocabulary and a variety of grammatical structures and tenses (e.g. a job interview).
- iv. demonstrate an increased range of vocabulary and structures, in particular past tenses.

**Summary of Method Assessment**

- Practical exam: In-class reading and listening test 30%
- Practical exam: Oral face-to-face dialogue (30%)
- Practical exam: In-class reading, listening and writing test 40%

**Module Description**

This module enables the student to acquire and further develop his or her knowledge, skills and techniques in analysing financial information useful to the management decision making process. The main emphasis will be upon assessing how financial information is used as part of the management process, in addition to processing numerical data.

**Syllabus and Content****1. Review of Final Accounts**

Profit statements and key terminology. Balance sheets and measurements of wealth. Preparation of profit and loss accounts and balance sheets. Basic principles of asset depreciation. Assessing the worth of a business and debt financing.

**2. Forecasting and Control**

Projecting business performance in the form of budgets, using the process to understand and plan business outcomes. Implications of credit transactions. Issues of managing liquidity and profitability and using budgets for actual performance monitoring.

**3. Analysing Financial Performance**

The use of ratios to assess business and management performance against targets eg payroll and their relationship to the market, other companies and industry benchmarks. Importance of working capital management and liquidity control.

**4. Pricing Strategies for Service Industries**

The construction of selling prices using a predetermined profitability requirement. The understanding of marginal pricing and contribution theory, and where this technique may be applied together with its impact on business profitability.

**5. Managing Departmental Performance**

The need for accountability and measurement of performance. Preparation of profit/cost centres allocating and apportioning costs and understanding the practical issues encountered.

**6. Sources of Funding**

Reflection on the types of finance businesses may have access to, whether long or short term, and the implications associated with the different sources.

**Learning Outcomes**

- i. Analyse and interpret the financial performance of organisations
- ii. Appreciate and apply financial methodologies that contribute to both short term and long term planning
- iii. Recognise and apply established financial models to give an appreciation of reliable financial controls.

**Summary of Method Assessment**

- Coursework: Computer based assignment in pairs (50%)
- Practical exam: Evaluation of a business game simulation (50%)

**Module Description**

This module aims to enable students to understand the concepts involved in managing sales and salespeople. Students will arrive at a clear understanding of selling within marketing and a marketing organisation. The module is designed to provide an understanding of different types of buyers and how selling is organised accordingly. The module includes international selling as an increasingly important area in view of the ever increasing 'internationalisation' of business.

**Syllabus and Content**

1. The Role of selling
2. Theories of buying and selling
3. Types of selling
4. Sales people and selling skills
5. Sales force organisation
6. Sales forecasting and evaluation
7. Selling in international markets
8. Developing the sales force
9. Ethical issues in sales

**Learning Outcomes**

- i. Assess the nature of the sales perspective
- ii. Analyse the techniques of selling, the responsibilities and skills required and the techniques used to develop customer relationships
- iii. Assess the nature of the sales environment including the international environment and legal and ethical issues
- iv. Analyse the techniques of sales control and measurements for evaluation

**Summary of Method Assessment**

- Practical exam: Group presentation with written summary report max 1,500 words (40%)
- Coursework: Individual essay: Maximum of 3,000 words (60%)

**Module Description**

This module aims to evaluate the predisposing factors for musculoskeletal injury, coupled with the common aetiology, presenting signs and symptoms and evidence-based management strategies, for a selection of prevalent sports injuries and conditions.

The complex process of tissue repair in relation to sports injuries will be explored, leading to a thorough appreciation by the student of the way in which sports therapy interventions can facilitate optimal outcomes.

**Syllabus and Content**

1. *Fundamentals of sports injuries and conditions*  
Exploring the various classifications of sports injuries and common predisposing factors
2. *Risk factors in sports-related injuries and conditions*  
The theoretical role of intrinsic and extrinsic aetiology, including: gender, heredity, morphology age, biomechanics, trauma, equipment and environment in the causation of sports injuries.
3. *Tissue pathophysiology and healing*  
Exploring the recognised repair process evident in different tissues (muscle; tendon; bone; skin) and additionally investigating sports therapy and other evidence-based interventions in relation to the achievement of optimal outcomes.
4. *Specific sports-related injuries and conditions*  
Critical appreciation of injuries and conditions affecting the head, spine and extremities. To include common aetiology, signs and symptoms and evidence-based management strategies.

**Learning Outcomes**

- i. Examine the various classifications of sports injuries and conditions and their respective predisposing factors.
- ii. Examine risk factors (intrinsic and extrinsic) aetiology of common sports injuries and conditions.
- iii. Investigate the process of tissue pathophysiology and healing evidence-based sports therapy and other interventions to support optimal outcomes.
- iv. Critically appreciate specific sports-related injuries and conditions.

**Summary of Method Assessment**

- Coursework: An individual 2000-word essay (50%)
- Exam: A 2 hour written exam (50%)

**Module Description**

This module will introduce students to the key concepts of managing and developing people and aims to provide learners with a fundamental foundation for the understanding of management, people and organisations within the contemporary business environment. This will include both large organisations as well as smaller organisations which do not necessarily reflect a traditional organisational structure. The module introduces students to the concepts that underlie explanations of individual and group behaviour and the functioning of organisations. Students will examine current theory with a focus on practice in managing people in organisations, from the perspectives of the organisation, group and individual.

**Syllabus and Content**

1. Organisation Context  
Analysing the organisation environment and relevant contemporary issues impacting/influencing the effective management of organisations. For example business ethics and corporate social responsibility. The impact of technology changing the nature of work. Organisation culture and its impact on overall organisation performance. Power, decisions and structure in organisations.
2. Employee engagement  
Individuals in the organisation. Personality, managers, leaders, perception and organisational communication. Motivating others, empowerment and managing high performance. Leadership development. Job satisfaction, design and managing diversity in the workforce.
3. Groups and teams in the organisation.  
Developing and leading effective teams. Group development and dynamics. Group structure and processes in terms of roles, leadership and communication. Group influences on individual behaviour and perceptions. Team building and the management of contemporary team structures.
4. Managing performance  
Coaching, mentoring, managing stress and conflict.  
The role of self-reflection and self-practice.

**Learning Outcomes**

- i. Demonstrate an understanding of management theory and contemporary issues relevant to the management of people and organisations.
- ii. Explore the role and impact of managers and leaders on individuals, groups and organisations.
- iii. Identify and recommend proposals to resolve people management issues at individual, group and organisational levels.

**Summary of Method Assessment**

- Practical exam (40%): A group presentation of 15 minutes with up to 10 mins Q&A (individual presentation of 10 minutes for part-time students)
- Coursework (60%): An individual Internal Management Report of 1500 words



**PLANNING FOR PROFESSIONAL DEVELOPMENT (1499)**

**LEVEL 4**

**5 ECTS**

**Module Description**

This module will encourage students to consider the range of career paths available to them within the business and marketing sectors. Students will audit their current skills and attributes whilst mapping out the skills and attributes they will acquire during their programme of study. Students will also consider the skills and attributes that are required within their possible career paths. Students will develop a Personal / Professional Development plan and use reflective practice as a tool to facilitate this.

**Syllabus and Content**

1. Investigation of the range of career opportunities within the Business and Marketing sectors.
2. Introduction to Business and Marketing industry professional bodies and employers
3. Develop awareness of key business networks
4. Overview of the programme and opportunities provided to develop employability skills
5. Develop and demonstrate a range of academic skills
6. Creation and maintenance of personal development plan

**Learning Outcomes**

- i. Investigate and understand career opportunities in the business and marketing sectors.
- ii. Produce and implement an effective Personal/Professional Development Plan which demonstrates ongoing development and actions to enhance industry knowledge and business-ready skills.

**Summary of Method Assessment**

- Coursework: Personal Development Portfolio (100%)  
Students will create and maintain a reflective portfolio of evidence that will concentrate on enhancing personal awareness and development specifically around the attributes required for successful completion of their chosen course and entry into potential career path. Additionally the portfolio will consider opportunities within the business and marketing sectors and facilitate student's commercial understanding of the sector. (1,000 words)

**Module Description**

This first year module introduces students to the concepts and skills of Marketing Principles. It will provide a foundation of knowledge, basic theory and practical skills. The module will provide students with the opportunity to develop the awareness and understanding necessary to apply practical marketing/promotional communication skills.

**Syllabus and Content**

1. Understanding the consumer and the product or service. Developing a consumer profile, understanding the target market and identifying the relationship between the consumer and the company, product or service. Identification of the differential (USP/ESP) and development of the corporate and brand identity (personality, perception and relationship names and logos).
2. Forms of Communication. The different elements of the promotional mix (direct and indirect). Developing an integrated communications plan. Identifying communication objectives (Writing communication briefs).
3. Public Relations. What is PR? How it differs from other elements of promotional communication. Developing public relation communications.
4. Selecting promotional broadcast media and vehicles. Consumer media consumption. Media comparisons: Advantages and disadvantages; Traditional broadcast above the line media; below the line media and new media developments. Working with the media.
5. Communication theory and practical skills. Decoding marketing communications (Semiotics). Developing communication skills. Basic Copy writing skills. Developing visual literacy and design awareness skills.
6. Practical design skills. The adaptation of theory in a practical assignment, involving concepts, design processes and technical executions.
7. Creativity. Examining the concept of creativity including product development and practical design development.

**Learning Outcomes**

- i. Prepare a consumer profile for a given product or service.
- ii. Assess the role and objectives of communication techniques.
- iii. Prepare a promotional and communication strategy.
- iv. Assess and develop promotional communications.

**Summary of Method Assessment**

- Coursework (50%): An Individual Critical Marketing Analysis. A Marketing/Promotional assessment of an existing product/venue/service (relevant to the programme) and an assessment of their promotional/ communication techniques. (1000 Words)
- Coursework (50%): Creative Communications Solution. Creation and promotion of a new product/service to include short written marking documents and production of promotional materials. Group work. (1000 words)

**Module Description**

This module aims to develop students' understanding and awareness of fundamental principles of finance including, final accounts for simple entities, depreciation, cash budgets and break-even analysis. It places emphasis on how managers can use financial information to greatly enhance the decision making process.

**Syllabus and Content***1. Introduction to finance*

The relationship between financial, cost and management accounting. The basis of cost classification and cost behaviour (fixed, variable and semi-fixed costs), break even analysis and margin of safety

*2. Income Statements and Statements of Financial Position*

The accounting equation and its relationship with the financial statements. Preparation of final accounts from the trial balance for simple entities. Capital and revenue expenditures distinguished. Straight line method of depreciation.

*3. Accounting Concepts and ethical behaviour*

The main accounting concepts, laws and regulations. User groups of financial information and ethical behaviour explored.

*4. Introduction to Budgeting*

The budgeting process. Importance, purpose and links to cost control. Preparation of cash budgets.

**Learning Outcomes**

- i. Undertake financial decisions based on financial information available
- ii. Investigate cost concepts and their application to the decision-making process

**Summary of Method Assessment**

- Exam (100%): A 90 minute closed book examination consisting of up to 40 multiple choice questions.

**Module Description**

The aim of this module is to provide a technical foundation of academic underpinning knowledge to complement the 'Live Events Project' module. The central ethos is to focus the direction of the module in the areas of operations management which are likely to be of fundamental value to a student seeking to develop a professional career in this specialist field. For example a student may be attracted to a career as an Events Coordinator who, in effect, may be acting as a central broker in dovetailing the needs and vision of a client and communicating, negotiating, consulting and organising event requirements with operating teams including liaison with outsourced contracted services.

**Syllabus and Content**

1. Operations Management in Context  
The context of operations management. Objectives of operations management in an events industry environment. The Events operations Management Model. Tum et al (2005). The systems approach. Factors influencing systems structure.
2. Analysis of the External/ Internal Environment  
Objectives of the event manager Tensions which arise from changing business policy. The importance of customer centric events. PEST factors influencing the events environment. Gap analysis, quality expectations. Appraising human, financial and physical resources
3. The event project planning process  
The key stages of project management. Project management techniques such as Gantt Chart and Critical Path Analysis/ Network Diagrams/PERT. The role of electronic event management software in planning.
4. Detailed Planning of events  
Designing The Service/Product Package. Elements of the package (core/peripheral; tangible/intangible; implicit/explicit). Characteristics of service operations. The service concept and the service delivery system. Exploring service system planning techniques such as Service Blueprinting.
5. Location Analysis  
Evaluating the design of event venues. Weighted Factor Analysis of locations. Risk analysis.
6. Supply Chain Management  
Techniques for measuring and improving productivity. Improving employee performance Supply chain management, outsourcing, J.I.T. Performance improvement
7. Implementation and Delivery
8. Managing Demand and The Customer. Pro-active approach to managing demand. Techniques of demand and customer management. Forecasting...
9. Forecasting techniques. The capacity management problem. Capacity planning. Strategies for capacity management available to the events manager. Queue management. Constraints limiting range of capacity management strategy choice within the events industry sector. Events diary management. Evaluating the yield returns of events bookings.
10. Resource Control Systems.  
Resource control systems to plan and monitor requirements and usage. Development of quality specification such as events planning documents, quality measurement and quality control checking processes.

#### 11. Performance and Quality evaluation

Design and development Quality Assurance systems to encourage constructive self- reflective appraisal through the development of continuous improvement of events projects. Insight to TQM and external quality benchmarks such as ISO 9000 series. Enhancement of project specification such as events planning documents, quality measurement against performance indicators and quality control checking processes.

#### **Learning Outcomes**

- i. Demonstrate how the provision of resources and structure of service systems influences the planning of an event.
- ii. Analyse the basis of effective Customer Service incorporating an awareness of relevant issues affecting stakeholder groups
- iii. Evaluate a wide range of location considerations, which may impact the effective and efficient outcome of an event.
- iv. Exercise initiative in resolving events planning issues and offer constructive solutions to event situations

Location analysis case study

#### **Summary of Method Assessment**

- Coursework (60%): Project: Location analysis case study
- Practical exam (40%): Events Business Game/simulated exhibition

**Module Description**

This module allows students to pursue an interest in a particular area by independently researching an agreed subject. The research involves carrying out an independent research enquiry using accepted research techniques. The research may cover any area of interest related to their chosen sector. It introduces students to the management and application of research. The primary aim of the module is to develop students' skills and expertise in the evaluation and use of essential research tools.

When considering their own research students will establish a research aim and objectives and will adopt a suitable research method in order to collect and analyse data. For this students will be introduced to qualitative and quantitative approaches and methods.

Overall, this module adopts a structured approach to research which prepares them for the application of research at honours level.

**Syllabus and Content****1. *The research process and approaches to research:***

- The research process
- Choosing a topic
- Writing an aim and objectives
- Justification (rationale) of the research topic
- Researching current literature
- The approaches used to seek out literature
- Using a theoretical framework
- Themes from the literature
- Literature themes - through writing to organise and articulate the opinions and arguments from literature on a chosen topic
- Use of a literature matrix

**2. *Research methods***

- Demonstration of the ability to design an appropriate method such as interviews, focus groups, questionnaires and observations.
- Using a secondary-only approach
- Evaluation of different methods
- Identifying an appropriate sample
- Ethical considerations
- Trialling the method using a pilot
- Executing the chosen method
- Undertake a small-scale research project
- The ability to show initiative in cooperating with others to collect data
- Presentation and analysis of data through effective written communication
- Evaluation Presentation of data using different formats appropriate to the method used
- Recording responses/data
- Collecting and presenting quantitative and qualitative data
- Interpretation and analysis of findings of the process
- Evaluation of the method chosen and the research process
- Identify improvement and demonstrate own learning in the stages of the research process



### **Learning Outcomes**

- i. Formulate an appropriate research aim with objectives and a justification for the research.
- ii. To present secondary literature on a chosen topic and identify the approach taken.
- iii. To carry out and evaluate a small-scale research project.
- iv. To demonstrate an understanding of the research process.

### **Summary of Method Assessment**

- *Coursework (40%):* An individual 1000-word report to include:  
Section 1 - Introduction, rationale, aim and objectives.  
Section 2 - the approach taken to obtain secondary research, discussion of main themes in the literature.
- *Coursework (60%):* An individual 2000-word small-scale research project to include:  
Section 3 - Methods, pilot, ethical considerations  
Section 4 - Data presentation and analysis  
Section 5 - Conclusions and reflections

**Module Description**

This module aims to explore the nature and scope of research for enterprise. The types of research that businesses engage in and how the findings shape practices, policies and overall performance will be explored. The module will focus on the practical application of the research process and the presentation of research findings. The module provides a platform upon which later modules build.

**Syllabus and Content**

1. The Nature of Research for Enterprise  
The role of enterprise research and how it shapes practices, policies and overall performance. Two key types of research will be examined; marketing research and organisational research. The factors that influence the research decisions such as type of information sought, timing, research resources and cost-benefit analysis.
2. The Research Process  
Consideration of the steps which guide the research process from the initial identification of the research problem or need for market research through to the design, distribution and collation and final analysis, resulting in action and recommendations.
3. Data Analysis  
The provision of practical guidelines on how to interpret and report on quantitative and qualitative research data. The aim is to enable students to evaluate and select appropriate techniques for given research contexts.
4. Emerging Applications in Research for Enterprise  
Emerging applications in enterprise research which support enterprise growth, development and innovation.

**Learning Outcomes**

- i. Examine the nature of enterprise research.
- ii. Analyse secondary information to design an appropriate research plan.
- iii. Apply the key stages of the research process to a live case study.
- iv. Examine the main aspects of data analysis.

**Summary of Method Assessment**

- Practical Exam (50%): Live Project - Group Presentation to the client (team work) 15 mins with up to 10 mins Q & A
- Coursework (50%): A 2000-word individual report - to include aim and objectives, review of secondary information, PEST and SWOT analysis and methodology.

**Module Description**

A specific module for sports therapy students to understand the research process and develop their research skills through a range of primary and secondary methods. The process of data collection and analysis allow students develop their research techniques specific to a sports therapist.

This module aims to develop analytical thought through scientific research methods, allowing students to increase their appreciation of the research process for scientific based research methods. Furthermore this module aims to develop students critical thought of current research and develops their appreciation of critical thinking within research.

BSc students will be given grounding in research developing key research skills both for industry as well as preparation for their undergraduate dissertation.

FdSc students will have the opportunity to complete either a pilot study or a proposal in preparation for either progression onto their third year BSc or into industry.

**Syllabus and Content**

1. The introduction of primary and secondary research and how both can be effective for sports therapists for different areas of their decision making and development of the profession through evidence based practice (EBP).
2. The core of this module will be concerned with current evidence specifically to sports therapy EBP. Students will be encouraged to develop their critical thinking through guided analysis for current literature around themes pertinent to sports therapy.
3. During formal contact time students will be given the opportunity to advance their knowledge of different research types and develop their ability to critically analyse sports therapy specific research. This will be used as a basis to further the skills required to become autonomous sports therapy practitioners.
4. During this module students are given the opportunity to develop a research question and a suitable methodology to answer this problem. Students will be encouraged to be self-developing through self-questioning and self-analysis of their chosen research design.
5. This module aims to introduce both qualitative and quantitative research highlighting when sports therapists use these within clinical practice and the processes that a therapist needs to review to become analytical.
6. Specific quantitative statistical analysis will be highlighted with appropriate use within the research process including; T-Test's, ANOVA's and descriptive statistics.

**Learning Outcomes**

- i. Review and critique the current evidence base highlighting possible gaps within the literature.
- ii. Demonstrate understanding of different types of scientific evidence.
- iii. Investigate appropriate research design for a research proposal.
- iv. Data acquisition and application of statistical analysis presenting this in a suitable format.

**Summary of Method Assessment**

- Coursework (50%): Literature review in the form of an essay 1500 words.
- Practical exam (50%): A group research proposal presentation

**Module Description**

This module introduces students to the management of research principles in practice. Overall the module adopts a structured approach to the effective handling of a range of primary and secondary research tools and techniques effective to be explored through research activities.

The module develops an awareness in the planning and developing of proposed ideas for studying and understanding phenomena. Students will be encouraged to challenge research data with some structured analysis. This enquiring approach will encourage students to build an ability to view research as tentative, subject to question and reconsideration as needed.

When considering their own research students will refine a working research title with research questions to be included in their own extended research proposal. Students will plan and adopt suitable research methods and tools in order to plan, identify, collate and evaluate information needed and research data. Primary research tools could potentially include a draft plan for a questionnaire, interview, focus group or an observed study. Students will be introduced to qualitative and quantitative approaches in research, and information technology will be used to support this process where appropriate.

The module prepares students to further research at higher levels and offers established learning of research tools and techniques that will be managed through related research and data exercises.

**Syllabus and Content**

1. *Introduction to the research process*  
Understanding research through broader qualitative and quantitative approaches. Develop an appreciation of information, its collection and synthesis to aid in the research process within an industry related context. Understand the necessity and importance to question published research.
2. *Research Methods*  
Understand how to select and use Secondary Research sources and evaluate their value using a schematic approach.  
Understand Primary Research options available to plan, design and collate data using questionnaires, interviews, observations and focus groups.  
To understand ethical considerations associated with Research. Consideration of sampling methods in research. Reliability of data collated in research decisions taken and findings being reported.
3. *Justifying and defending research choices*  
Understand benefits and constraints of research tools selected, and how to critically evaluate choices made.
4. *Reviewing background reading*  
Setting the scene and providing a literary account of published data on research.
5. *Analysing data to reach informed recommendations*  
Data Analysis technique for qualitative and quantitative data. Understand how IT facilitates the creation, manipulation, and presentation of findings leading to recommendations.



### **Learning Outcomes**

- i. Formulate appropriate research title and research question for a given purpose.
- ii. Demonstrate competence in planning of choices, design and management of different methods employed in the collection of research data.
- iii. Demonstrate an ability to plan primary and secondary research data analysis.
- iv. Present appropriate findings and recommendations from research completed.

### **Summary of Method Assessment**

- Coursework (100%): An individual extended research proposal (2500 words)

**Module Description**

This module introduces the provision of residential accommodation to both the general public and those with specific needs. Design, furnishing and maintaining these areas is covered to allow the student an opportunity to appreciate customer needs. The day to day upkeep of residential facilities is discussed and the administrative and operational systems of running such establishments is dealt with in detail. Accommodation practises are described using activity-based learning and evaluated, with opportunities for the students to implement those systems currently used in industry. Upon successful completion of the module, the student should be able to recognise and respond appropriately to customer needs in this sector of the hospitality industry, which they may encounter on industrial placement.

**Syllabus and Content****1. Front office procedures**

The importance of the guest cycle and detailed descriptions of all stages of the process, to include reservations; check in, guest in house and billing systems. Control procedures to include customer care and satisfaction principles and the generation and use of basic operating statistics. An appreciation of current computerised systems and how they are used in industry together with the internal and external methods of communication in use in the industry. An understanding of the contribution of the accommodation industry to the travel trade in general. An appreciation of the key areas of law in relation to the industry.

**2. Housekeeping**

The organisation of the accommodation function into the key areas of maintenance, housekeeping and front office with an appreciation of the levels, qualities and skills of staffing required. An appreciation of the importance of the housekeeping function in accommodation. An understanding of the organisation of the department and the importance of maintaining high standards for guests in overnight properties. A knowledge of the maintenance of hygienic premises, and techniques and materials necessary for the maintenance of hygienic premises. An understanding of the problems resulting from poor standards and procedures. Appreciation of the costs involved in the general upkeep of accommodation.

**3. Design**

The principles of design of buildings for commercial or hospitality use and how they are tailored to meet consumer needs. Guest comfort criteria and how this can be achieved whilst ensuring a safe and secure environment. An awareness of ergonomics and its importances to effective design. The functional and aesthetic considerations of the design concept.

**4. Maintenance systems**

An appreciation of the different types of maintenance systems and when they are used. Investigation and application of preventative maintenance and essential building services. The range of building defects and how to remedy them. The importance of health, safety and hygiene procedures in buildings and how to implement them. The need for energy saving and the techniques and developments to achieve greater power efficiency.



### **Learning Outcomes**

Students will be able to:

- i. Understand and carry out basic front office procedures and appreciate the importance of accurate systems, lines of communication and customer satisfaction principles.
- ii. State the appropriate cleaning systems and techniques for particular accommodation needs with an appreciation of the organisation, staffing and costs involved.
- iii. Articulate the benefits and drawbacks of accommodation design concepts.
- iv. Describe the various types of maintenance procedures and when they should be implemented. Suggest appropriate energy saving techniques for specific situations

### **Summary of Method Assessment**

- Coursework 1 (60%): Design, Housekeeping and maintenance case study and report (max 1500 words)
- Coursework 2 (30%): Plan and deliver a Front Office activity through a recorded video of no more than 7 minutes
- Practical Exam (10%): Submission of in-class practical exercises on Front Office functions

**Module Description**

This module aims to develop the knowledge and skills of the strategies and techniques necessary to maximise occupancy and revenue for increased profitability in respect of hospitality accommodation providers. It requires the student to be able to analyse performance using key internal and external measures, forecast demand and subsequently develop appropriate pricing strategies. The analysis and application of operational statistics will play an important part in the module and provide a basis on which students will develop the techniques of cost control and budgeting.

**Syllabus and Content****1. Principles of Rooms Revenue Management**

Key internal and external measures of performance in the Rooms Division. Forecasting and rate management in order to maintain revenue and increase profitability. Distribution channels - the development of Global and internet distribution systems and how they operate with Central Reservations facilities to maximise revenue and occupancy on line.

**2. Capacity Management**

Application of the systems used in industry to maximise both revenue and occupancy, to include overbooking and yield techniques as used in the current market.

**3. Cost Control and Outsourcing**

Identification of the main costs of accommodation in the Hospitality Industry. Analysing these costs and proposing control strategies. Sourcing alternative product and service via outsourcing.

**4. Current and future trends in accommodation provision**

New technological developments enabling more streamlined on-line booking and property management systems, automation of front office procedures (e.g. express check in/out etc.) as well as in-room technology in keeping with modern trends.

**Learning Outcomes**

- i. Examine the pricing and distribution systems in use in the industry and how they operate
- ii. Evaluate the implementation of a range of strategies in achieving profitable room sales
- iii. Analyse the organisational and financial issues in hospitality rooms management, developing realistic proposals to appropriate challenges.
- iv. Identify appropriate modern developments in the industry which can aid efficiency and profitability in hospitality rooms management

**Summary of Method Assessment**

- Practical exam (15%): An in-class group-based business game activity
- Coursework 1 (35%): An individual 1500 word report based on Business Game
- Coursework 2 (50%): An individual 1500 word case study based on a budgeting scenario and a contemporary topic.

**Module Description**

The communication channels between businesses and consumers have developed to follow a model of advocacy, whereby through social media the consumer markets a product or service to other consumers. In the tourism industry, this is increasingly prevalent where the service offered is intangible, perishable and heterogeneous. This module will provide students with the skills and knowledge needed to understand and operate social media within the tourism industry and more importantly the international and contemporary nature of the module will provide students with employability skills that are ever increasingly demanded within the industry.

**Syllabus and Content**

1. *Overview of the social media landscape*  
The social media concept, social media models and typologies, uses and applications within society, applications to tourism
2. *Segmenting social media*  
Introduction to online consumer behaviour, overview of consumer behaviour with social media, social media user behaviour, mainstream and niche platforms
3. *SEO & PPC for Social Media*  
Making your social media visible on the web, online and offline techniques, paid campaigns via social media
4. *Innovative Social Media Tactics*  
Viral marketing, incentives, innovative marketing techniques, online advertising techniques, importance of the image
5. *Writing copy for social media*  
Social media and PR uses, importance of discourse in social media, character constraints, being the face of a business
6. *Traveller Use of Social Media*  
Understanding consumer use of social media, fair usage by an organisation, encouraging interaction between organisation and consumer
7. *Monitoring and evaluation*  
Data capture, measuring return on investment (fiscal and temporal), analytics and insights
8. *Ethics*  
Overt and Covert marketing via social media, communication best practice, social responsibility

**Learning Outcomes**

- i. Develop a critical awareness of contemporary social media uses within tourism
- ii. Explore the use of tactics in a tourism based social media campaign
- iii. Assess the importance of segmentation as part of social media use for business
- iv. Appraise the importance of innovation and timeliness in social media implementation

**Summary of Method Assessment**

- Coursework (50%): Assessment of the use of segmentation in a social media campaign - toolkit [templates]
- Coursework (50%): Development of tactical plan for a new social media campaign for a tourism business (pitch style) Maximum word count 2000 words

**Module Description**

Soft Tissue Therapy will introduce theoretical principles and practical applications of a variety of soft tissue techniques in the context of athletes as sport. Underpinning knowledge of how to manage the environment, a soft tissue therapist may work in and the importance of professionalism will be introduced. The proposed benefits and effects of sports massage and the reasons why you could/couldn't treat a patient will also be explored. A range of soft tissue therapy techniques will be demonstrated and explained in the management of sports injury alongside sports massage techniques. Students will look at common complaints in athletes and be able to devise appropriate soft tissue strategies based on this.

**Syllabus and Content**

The module will cover:

1. Health, safety and hygiene in the clinical environment
2. Massage medium, patient preparation and managing the clinical environment.
3. The mechanical, physiological and psychological effects of sports massage.
4. Indications and contraindications for soft tissue therapy.
5. Pre-, inter- and post-event massage application.
6. Sports massage techniques to include effleurage, petrissage, tapotement, deep stroking, frictions, compressions and vibrations.
7. Soft tissue techniques to include Soft Tissue Release, Muscle Energy Techniques and Myofascial Release.
8. The use of Cryotherapy and heat treatments during soft tissue repair.
9. Devising a sport massage treatment plan.
10. Principles and application of soft tissue techniques used in managing sports injury.

**Learning Outcomes**

- i. Demonstrate an appreciation of the principles and application of soft tissue therapy techniques in managing sports injury.
- ii. Demonstrate an appreciation of the principles and application of cold therapy and heat treatments in managing sports injury.
- iii. Practically demonstrate safe and effective pre- and post-event massage treatments.
- iv. Be able to devise and deliver a sport massage treatment plan.

**Summary of Method Assessment**

- Exam (30%): A multiple choice exam
- Practical exam (70%): A 30 minute soft tissue therapy exam

**Module Description**

This level 4 module is inter-disciplinary in approach and places the analysis of sport within a broad sociological and historical context. Specifically the module aims to demonstrate an analytical understanding of the role sport plays in contemporary society by way of applying sociological approaches and theories to modern day issues. Students are encouraged to critically think and debate the role sport plays in society and to look at the impact this has had on the development and structure of sport particularly in the UK.

**Syllabus and Content****1. *The history of sport in Britain***

The historical development of sport from its Greek and Roman origins, concepts of amateurism and professionalism, amateurism as an ideology from Victorian hegemony. Assessing the impact of the industrial revolution on popular sports. Evaluating how and why sport became an important part of the curriculum, in public schools, to what extent was this significant to the world outside. Gender and sport, why has women's participation in sport been so slow to develop. How is sport organised in the UK, is this model sustainable for future generations.

**2. *Socio-cultural analysis of sport***

Discussion and appreciation of a number of sociological perspectives and their application to understanding sporting issues - functionalist, conflict, critical, feminist, interactionist and figurational theories are all looked at in relation to studying and developing sport. Key contemporary issues in relation to gender, ethnicity, drugs and performance enhancements nationalism, religion, social class, equity, deviance and violence and how these may affect the growth and development of sport in the UK.

**3. *Sporting futures***

The role of commercialisation, media, government, globalisation, sustainability and the roles these may play in our understanding of sport and how it may impact on society as a whole. What is the future for sport in Britain? How important is football to British sporting legacy - is it sustainable in its current format and will it prove to be a mass participation sport for future generations?

**Learning Outcomes**

- i. Recognise the historical development of sport, particularly in the UK.
- ii. Demonstrate a socio-cultural understanding of sport.
- iii. Develop an understanding of the importance of sport in post-industrial/modern society (both groups and individuals).
- iv. Understand the organisation of sport in post-industrial/modern Britain.

**Summary of Method Assessment**

- Practical Exam (60%) - Seminars - Students will have to participate in 3 x 30 minute seminars (with accompanying reference list). Learning Outcomes 2 and 3 achieved through successful completion of practical exam
- Coursework (40%) - An individual 2000 word essay. Learning Outcomes 1 and 4 are achieved through successful completion of coursework

**Module Description**

This level 5 module aims to provide students with an understanding of the coaching process and the wide range of factors that have an influence upon it (e.g., key agencies, coaching style, and athletes' perceptions). Furthermore, it will also provide students with an understanding of the key psychological and physiological considerations that a coach has to take into account when developing athletes and how these can vary with regard to the athlete population. Gaining an understanding of the coaching process is beneficial as the skills acquired and learned can be utilised by sports therapists and sports managers throughout their sports related careers.

**Syllabus and Content****1. Key agencies**

The roles that agencies such as UK Sport, Sports Coach UK and National Governing Bodies (NGB's) have in the development of the UK Coaching Certificate and coaching licensure. Identify the qualification structure that underpins the coaching of sport in the UK

**2. The Coaching Process and Coaching Styles**

Developing a coaching philosophy and understanding how it underpins a coach's behaviour. Episodic versus processual approaches, game based play and participant centred coaching strategies. Identifying best practice in relation to coaching behaviours. The coach-athlete (C-A) relationship and the effect of different coaching styles on athletes in terms of both performance and personal development. Assessment of the athletes, activity and environment to ensure safety and development. Adaptation of coaching styles to ensure this.

**3. Reflective practice**

Understanding the importance of reflection and feedback in the coaching cycle from a coach and athlete perspective. Types of reflection and best practice in relation to undertaking and delivering feedback.

**4. Sports Science**

Develop awareness of how sport science can be applied to the coaching process. Identification of key physiological and psychological factors associated with sports coaching. Application of physiological and psychological factors to sports coaching and how to integrate these with elements of skill acquisition alongside tactical and strategic awareness.

**Learning Outcomes**

- i. Recognise the role of key agencies involved in sports coaching and critique their impact on coaching in the United Kingdom.
- ii. Understand how sport science principles are applied to the coaching process.
- iii. Analyse the role of the coach with regard to the coaching process, reflection, best practice and athlete development.
- iv. Adapt coaching style and/or the environment to suit the needs of the athlete.

**Summary of Method Assessment**

- Coursework (50%): An individual 1500-word essay
- Practical exam (50%): A 30 minute coaching session

**Module Description**

The Sports Nutrition module explores the nutritional needs of athletes and people undertaking exercise programs. The module explores the importance of nutrition in achieving optimal health, performance and recovery from injury. Topics studied include the physiological response of exercise and metabolism; energy generation from food; carbohydrate, protein, fat and vitamin and mineral needs for athletic performance.

The module also looks at contemporary issues surrounding the use of nutrition in the following areas: optimising physical performance; supplements for performance and recovery; pre and post event nutritional strategies; thermoregulation and fluid balance; disordered eating; and immunology.

The Sports Nutrition module takes the student from looking at nutrition from a cellular level, to evaluating the nutritional needs of an athlete. At the completion of the module, students will be able to assess a person's nutritional status and make suggestions on ways to improve using underpinning academic literature.

**Syllabus and Content****1. Principles of Sports Nutrition**

The principle of sports nutrition gives an overview of nutrition. The students will explore the concept of what constitutes a healthy diet and the range of current nutrition recommendations for different sports. The principles of contemporary diet regimes will also be reviewed.

**2. Importance of Nutrition in Sport**

Dietary values of proteins, carbohydrates and fats and water are discussed. The physiological process of catabolism and metabolism of carbohydrates, fats and proteins. How energy is created from foods.

**3. Nutritional assessment**

Examine the nutritional needs of individual sports based upon current literature. Identify the significance of nutrition to overcome performance-based obstacles and to enhance performance.

**4. Nutritional prescription**

Sports supplements will be looked at in their role to help an athlete achieve specific outcomes. Comparisons on a range of popular nutritional regimes and the health concern associated with these regimes.

**Learning Outcomes**

- i. Understand the principles of sports nutrition.
- ii. Demonstrate an in depth understanding of the components of a diet.
- iii. Measure and evaluate the nutritional status of an individual undertaking frequent, rigorous exercise, and assess their nutritional concerns.
- iv. Propose a range of contemporary diet regimes or supplement strategies to address sports related issues.

**Summary of Method Assessment**

- Practical Exam (50%): A group-based 20 minute presentation
- Coursework (50%): An individual case study report of 2000 words

**Module Description**

This level 5 option module aims to investigate the potential impact that psychology has on sports performance. This module will critically and analytically review sport psychology focusing on key areas such as motivation, personality, concentration, attitude to injury, aggression and cognitive learning. A further key element analysed is the role of the coach and how this relationship is potentially affected by psychological factors. This module is useful for students who work alongside adults or children in a managerial or coaching context because psychology is such an important element of human behaviour.

**Syllabus and Content****1. Nature of sports psychology:**

Psychological attributes of performance specifically the 4 C's, strategies that influence performance including positive self-talk, choking, positive belief and the use of pre performance routines. Stimulation and how it may affect performance including burnout, rest/relaxation, over stimulation and strategies to overcome these issues. Concentration, mental stability and mental practice are all discussed in the context of superior sports performance.

**2. Psychology of the coach-athlete relationship:**

Coach-athlete dyad and how this can be affected by motivation, personality and arousal. Coaching styles and how they impact on the coach-athlete relationship alongside popular psychological interventions such as goal setting, imagery and visualisation. The construct of aggression is analysed in relation to personality and performance.

**3. Injury prevention and rehabilitation:**

Why are some athletes more prone to injury than others? Why do some athletes adhere to rehabilitation protocol and others do not? These are questions that are addressed in light of psychological theory as opposed to physical attributes. Self-control, assertiveness, coping in light of Kubler Ross Grief model and how psychology potentially affects rehabilitation.

**Learning Outcomes**

- i. Explore and assess the nature of sport psychology and its potential influence on performance
- ii. Investigate and appraise the psychology of the coach-athlete relationship focusing on such attributes as the role of motivation, personality and aggression.
- iii. Understand the role psychology plays in injury prevention, management and rehabilitation

**Summary of Method Assessment**

- Coursework 1 (50%): A 2000 word essay
- Coursework 2 (50%): A 2000 word essay

**Module Description**

This module aims to develop and consolidate appropriate academic study skills required by the sports therapist.

The module is seen as an introduction to the topic of professionalism in sports therapy and introduces students to the field of sports therapies and their related modalities and practices.

The module will provide students with a basic knowledge of the role of a sports therapist to include scope of practice, competencies and integration. It will also allow the student to understand the working relationship with other allied health professionals and referral pathways.

Overall, this module presents the student with an awareness of the relevant professional associations, the regulation process and standards of conduct.

Through using case studies and examples, students are also encouraged to develop an understanding of the ethical aspects of sports therapy.

**Syllabus and Content****1. Sports Therapy Study Skills:**

- Development of learning strategies
- Reading academic texts critically and effectively
- Planning and writing assignments
- Constructing and presenting references
- Developing an academic writing style

**2. The role of a sports therapist:**

- Key responsibilities, scope of practice and core competencies
- Sports Therapy regulation and responsibility of professional associations
- Referral pathways and role of other health professionals

**3. Standards of conduct:**

- Introduction to ethical aspects of sports therapy
- Autonomy; confidentiality and conflicts of duty
- Importance of CPD and evidence based practice

**Learning Outcomes**

- i. Develop appropriate Sports Therapy study skills
- ii. Determine the context and role of sports therapy in the UK, including the involvement of current professional organisations
- iii. Discuss the standards of conduct and ethical considerations of sports therapy
- iv. Understand the responsibilities, role and scope of practice of a sports therapist

**Summary of Method Assessment**

- Coursework (70%): An individual essay of 1500 words
- Practical exam (30%): A 10 minute presentation

**Module Description**

The aim of this module is to provide the student with an introduction to strength and conditioning concepts and their application to sports therapy practice. Fitness components and training principles, variables and modalities will be identified, discussed and applied to physical activity. Theoretical and practical teaching sessions will be utilised to allow students to gain an understanding of strength and conditioning concepts and their application. The knowledge obtained in this module will provide a basis for the selection of appropriate exercise interventions and the design of effective training sessions for performance, injury prevention and rehabilitation.

**Syllabus and Content****1. Training for performance**

Needs analysis: how to analyse the demands of a sport and identify the physiological variables that are important for sports performance; how to set training goals based upon the outcome of the needs analysis

Training variables: how to manipulate variables in order to meet training goals and contribute to improved sports performance

Exercise selection: how to select exercises that will meet training goals and contribute to improved sports performance

Session design: how to design training sessions that will meet training goals and contribute to improved sports performance

Objective measurement of performance

Measurement methods: identification of methods to assess the physiological ability of an athlete  
Measurement data: use of data to inform the prescription of relative training loads

**2. Instruction**

Exercise: instruction of exercises

Measurement: instruction and administration of measurement methods

**3. Training for injury prevention and rehabilitation**

Common injuries: identification of common injuries in sport

Risk factors: identification of modifiable and non-modifiable risk factors for injury

Exercise selection: how to select exercises to reduce the risk of injury and rehabilitate the athlete from injury

Session design: how to design sessions to reduce the risk of injury and rehabilitate the athlete from injury

**Learning Outcomes**

- i. Analyse the demands of a sport and identify the physiological variables that contribute to performance and injury risk
- ii. Select exercises and design a training session to meet the demands of a sport
- iii. Measure the physiological ability of an athlete and provide exercise instruction

**Summary of Method Assessment**

- Coursework (60%): A 1500-word report and a session plan of up to 500 words
- Practical exam (40%): Practical assessment of exercise instruction (20mins)

**Module Description**

Event provision is supplied by a diverse and fragmented range of suppliers both inside and outside the industry. This complex network of relationships is a main characteristic of the events industry and it is vital that students develop an understanding of the nature of these network structures. The students will also be made aware of the importance of negotiation and social awareness skills, vital for any potential Event Manager. The logistical considerations in the production of events to include staging, theming, hospitality, technology, social awareness and performance specifications to ensure quality and success will be covered by this module.

**Syllabus and Content**

1. *Types of Suppliers to the Events Industry*
2. The diverse range of suppliers used in the events industry. The use of outsourcing of specialist services and detailed breakdown of suppliers both inside and outside the events industry. The importance of negotiation and management skills required by an Event Manager to manage supplier relations, and ultimately produce a successful event. Building professional relationships and networks.
3. *Introduction to the Production of Events.*
4. Logistical considerations in the use of resources in the production, distribution and supply of event services. Staging, theming and performance aspects to include layouts/room setup, indoor and outdoor venue design, and different styles of hospitality service. The importance of specifications for ensuring quality and service across the spectrum of different event service suppliers.
5. *Technical Awareness Development*
6. Staging systems, lighting systems, audio and visual equipment developments relevant to matching technology to the needs of the event. Fire, health and safety implications, risk assessment. Legislative requirements and requisite licences.
7. *Social Awareness Development*
8. Basic customer care ethos. Advanced customer care and social etiquette expectations appropriate to a variety of formal and non-formal events to include forms of address, dealing with official welcomes, announcements and departures, dealing with 'titled' visitors and V.I.P's. Dress codes.
9. Guide to Toast-mastering and leading ceremonial occasions. Cross cultural awareness of diverse national, social and ethical belief and the implications for event managers.

**Learning Outcomes**

- i. To assess the different types of suppliers and the event manager's skill at managing and negotiating with these suppliers
- ii. Understand the logistical considerations in the use of resources in the production, distribution and supply of event services.
- iii. Knowledge of technology developments in the industry to ensure a correct match with event needs and understanding of legal requirements, risk assessment and health & safety responsibilities.
- iv. Understand the basis of effective customer care incorporating an awareness of protocol and social awareness affecting stakeholder groups.

**Summary of Method Assessment**

- Exam (100%): A 2 hour multiple-choice examination

**Module Description**

Aviation and the infrastructure benefits it brings has long been an established development option for many destinations. Its continuing growth has fuelled an increase in passenger flows and economic growth in destinations around the world, prompting intense debates about its overall contribution to the socio-economic base of destinations and its impact on the environment.

The focus of this module is to undertake a conceptual analysis of sustainability over time, to ascertain the role of stakeholders within this process and to assess the effectiveness of sustainable aviation policies on destinations, local communities and the environment. The challenges facing Government in setting environmental goals, and aviation organisations in implementing sustainable practices will be examined and dissected.

There has long been a recognition of the need for a more sustainable approach to how resources are managed in aviation. The UNWTO and IATA both recognise this and place environment and social sustainability as a principal area of attention for the aviation industry. These organisations provide a macro-framework for which stakeholders in aviation work alongside and strive to achieve.

Leading airlines such as Virgin Atlantic, Emirates and British Airways are key players in the industries efforts to become more sustainable and continue to set the path for which others follow. This module will analyse the practises and policies of a diverse collection of aviation stakeholders; analysing best practise across the industry and evaluating where improvements can be made.

**Syllabus and Content**

1. Conceptualising sustainability, sustainable development and sustainable aviation within a competitive and dynamic aviation environment - Historical and contemporary contexts of sustainable development and sustainable aviation - frameworks of sustainable aviation
2. Sustainable aviation and stakeholders - Identifying key stakeholder values and interests in aviation activity within local destinations; community participation in aviation; local aviation partnership initiatives
3. Aviation development and sustainability - application to different contexts - airport expansion in rural, coastal, urban, heritage and conservation areas - the challenges in balancing the needs of the economic, social and physical environments
4. Sustainable standards in aviation- Indicators of Sustainable Aviation - for destinations, organisations and consumers - value of sustainable certification schemes - governmental, non-governmental and private sector programmes and initiatives - corporate social responsibility
5. Innovation in Sustainable Aviation - examining 'innovative' as a management concept, the criteria for innovation in sustainability and assess the practices of aviation organisations.
6. Challenges in implementing Sustainable Aviation Practices - seasonality, climate change adaptation, planning regulations, monitoring systems, wide-ranging stakeholder interests.

**Learning Outcomes**

- i. Identify and explain the key concepts and processes involved in sustainable aviation;
- ii. Examine the influence of the key actors and stakeholders in achieving sustainable aviation
- iii. Explore the success of organisations in implementing sustainable practices
- iv. Examine the challenges facing aviation organisations in striving for sustainability.



### **Summary of Method Assessment**

- Coursework (50%): A literature review, using a toolkit provided, that analyses the current trends and themes of sustainability in aviation. Focussing on the key concepts of sustainability, the role stakeholders play in aviation sustainability and the changing themes of sustainability, the toolkit will enable students to produce a comparative analysis of two aviation organisations. This analysis will look at how two organisations implement sustainable practises and explore the success of these when measured against industry expectations and best practise. Findings will be presented in a toolkit format [2000 words], using templates
- Practical exam (50%): Create an innovative sustainable aviation plan for Airlinea Avianca, the national flag carrier of Colombia. The policy itself can focus on any of the sustainable aviation themes analysed in the module; be it one specific theme or a more holistic approach. The sustainable aviation plan will be presented during an exhibition in which students will use an A3 poster or digital storyboard as a backdrop to discuss the sustainable policy. Your discussion will last for 10 minutes, after which a five minute question and answer session will take place to assess the challenges you will face implementing your sustainability plan

**Module Description**

The Events Industry is in its relative infancy compared to many other industries. However, it is developing at an accelerating rate and is increasingly used as a vehicle for economic activities. This module is designed to develop students' awareness of the profile of the events business, with an understanding of the determinants and motivations for the market demand for events. The module will also develop understanding of the impacts of events on all stakeholders the importance of Health and Safety legislation, and the increasing role events play within our society today.

**Syllabus and Content**

1. *Event typology*
2. Definition and classification of event types and the purposes they serve. The categories of event types and the different sectors of the industry will be identified. The differing operational activities involved, and sample types on a global basis. Gain knowledge of the main aspects of health and safety legislation and understand how the events industry has shaped it.
3. *The Events Business*
4. The diverse and fragmented nature of the industry identifying the characteristics of events and the importance of creativity and innovation. The importance of stakeholders in the event production. An overview of the different types of event services.
5. *The Impacts of Events*
6. The importance of social, economic, environmental issues, political and developmental implications of events on a local, national and international level.

**Learning Outcomes**

- i. Identify different types and categories of events and the purposes they serve.
- ii. Distinguish the different characteristics of events services available and identify the key aspects of the events market.
- iii. Understand the economic, political, social and developmental impacts that events can deliver.

**Summary of Method Assessment**

- Coursework (100%): A 2000-word individual Essay

**Module Description**

This module has been designed to introduce students to the concept of the hospitality and tourism experience and the importance of that experience. In developing this understanding students will also gain an appreciation of contemporary developments within these sectors that are relevant to how the consumer experiences the hospitality and tourism product. The module draws upon the important relationship between service marketing and service operations, and explores how these functions contribute towards the development of service delivery. A central focus of this module is the customer interaction and experience within the service delivery system. The service experience will be linked with service quality perception and measurement. Related issues pertaining to legislation are highlighted. The module recognises the distinction between the online and offline experience but in doing so also recognises that the two are increasingly mutually dependent.

**Syllabus and Content**

1. *The contemporary product/service offering.*  
The bundle of goods that the consumer purchases, and within this the role of core and supplementary services.
2. *The online/offline experience*  
The importance of the online experience within the hospitality and tourism experience and how this is linked to the real world experience.
3. *Issues of quality in Hospitality and Tourism*  
Quality issues. Measuring quality and the role of the quality audit.
4. *The role of physical design in hospitality and tourism*  
Physical design and its influence on the customer experience. The design of the hospitality and tourism service environment, physical layout and related issues for service outlets. Maintaining the outlet's appearance, imagery development and the link to the overall experience
5. *The role of people in hospitality and tourism*  
Importance of personal contact in the hospitality and tourism experience - the need to manage consumers and the role of the human resource in the service experience.
6. *Consumer legislation*  
Legislative issues relating to consumer activity and the operation of hospitality and tourism outlets

**Learning Outcomes**

- i. Demonstrate knowledge and understanding of the nature of the hospitality and tourism experience.
- ii. Appreciate the role and importance of quality within service organisations.
- iii. Identify why an understanding of the heterogeneous nature of people is crucial to the hospitality and tourism experience
- iv. Have an understanding of how physical appearance and design of the hospitality and tourism outlet is essential in generating a positive hospitality and tourism experience.

**Summary of Method Assessment**

- Coursework (50%): Individual report based on case study 1200 words.
- Practical exam (50%): Presentation in pairs (15 minutes) which is individually graded.

**Module Description**

The rise of new media and technologies has transformed the way tourism is promoted. Tourists can now engage within the process due to the faster and ever-evolving technology. This module introduces the student to the changing media landscape and the impact it has on tourism promotion. The module will focus on the culture of a specific place, how various media are used to promote specific tourist destinations and the importance of 'design' in transforming perceptions of the tourist to a specific place.

**Syllabus and Content**

**Tourism and a changing media landscape** - old versus new media and their impact on tourism promotion - including Public Relations, Broadcast, Travel Writing, consumer-generated/social media

**Introduction to Media Theory** - theoretical frameworks on 'media' and how it works, 'communications models', 'destination promotion', 'Images and reality', 'Nostalgia' within tourism communications

**Tourism media as valuable information sources for tourists** - how new tourists use a range of media as part of their preparation research for a trip

**Perception of place through design and promotion** - Introduction to the concepts, Semiotics, Semantics, Rhetoric

**Culture of place and the key influences on perception of place** - Introduction to Propaganda, Social Media, Internet Review sites

**Design Theory applied to tourism media** - use of colour, use of visuals, use of typography within tourism promotion

**Design Practice** - Practical design work, physical drafts and final technical execution.

**How will tourism media evolve within the future?** Proposed changes to new media and likely impacts on tourism, debating the need for more regulation or consumer control.

**Learning Outcomes**

- i. To appreciate the diverse and changing landscape of tourism and media.
- ii. To understand the process and techniques of tourism media-based research
- iii. To assess perceptions of tourism places through various media.
- iv. To develop skills in practical design work

**Summary of Method Assessment**

- Coursework 1: A media analysis of two UK tourism destinations (before UK residential visit) - Report 50% [1500 words]
- Coursework 2: A reflective comparative analysis of two UK tourism destinations (visited on residential visit) - Online Blog [templates] 50%

**Module Description**

The phenomenon of travel and tourism is a complex one. The way in which people perceive and participate in the travel process is determined by the society that surrounds them. Over time society has changed significantly with a knock-on effect on the type of holidays taken, tourist motivations, tourist experiences, tourist behaviour and expectations. This module therefore provides an introduction to these issues, drawing on aspects from the disciplines of psychology, sociology, history and geography.

**Syllabus and Content**

1. Concepts relating to tourism and society: travel, tourism, tourists, society, motivations, attitudes, behaviour and experiences.
2. How changes in society and the tourism industry post-World War II have determined the nature of tourism over time.
3. Demand issues. Factors enabling and constraining the individual's ability to travel; tourist motivation; tourist typologies.
4. Issues in destination development. Development of the package holiday. Issues pertaining to less developed countries (LDCs).
5. Niche tourism and the development of the experience economy

**Learning Outcomes**

- i. Identify and explain the development of key concepts relating to tourism and society
- ii. Investigate the different spatial flows of international tourism and the factors influencing destination choice
- iii. Examine factors influencing tourist motivations and experiences
- iv. Investigate the potential of different special interest/ niche products

**Summary of Method Assessment**

- Coursework: The 'Life's a holiday' puzzle (70%) - online activity [templates] - covers learning outcomes 1-3
- Practical exam: Special-interest tourism - simulated editorial meeting [in small teams] to discuss the content for a travel magazine article (30%) - individually marked - covers learning outcome 4

**Module Description**

The travel and tourism industry is going through a state of change, affected by developments in new technology and information systems, consumer demand, regulation, competition and general political and economic forces. This module provides an introduction to the interactions and strategies of tourism businesses operating within a dynamic macro environment. This module will also encourage students to develop their awareness of historical and current events/issues that impact on tourism businesses. The issues introduced here will be explored further at Levels 5 and 6.

**Syllabus and Content****1. *Components and Structure of the International Tourism Industry***

Historical and current context of the tourism industry and key players.

Demand and Supply factors - changing consumer preferences, general response by key tourism players - introduction to competition and collaboration/alliances

Examination of different players in tourism - Passenger transport, attractions, accommodation, tour operations, retail travel (including Online Travel Agents (OTAs), and information technology systems.

Role of public, private and voluntary sectors in the development of the tourism industry; relationships between the public and private sector, Destination Management Organisations and National/Regional Tourism Boards.

**2. *Macro Environment of Tourism Industry***

National and international economic activity and its impact on tourism businesses: domestic government economic policy-making with regard to interest rates, unemployment and inflation. International business patterns and introduction to globalisation processes. Exchange rates and their significance to international tourism activity.

Regulating/controlling tourism: covering an introduction to regulatory bodies in tourism, tourism legislation; government policies that impact tourism activity (eg visas, taxation, security).

The changing nature of the international tourism industry - opportunities and threats it faces: emerging global markets, integration of suppliers, new developments in technology, new products, new markets and the rise in the green economy - introduction to sustainability of tourism businesses and corporate social responsibility.

**Learning Outcomes**

- i. Demonstrate an awareness of the component parts of the international tourism industry and their interactions
- ii. Explore the different factors that have influenced the growth and development of the tourism industry
- iii. Conduct a basic analysis of the tourism business environment
- iv. Examine some of the critical success factors for tourism businesses



### **Summary of Method Assessment**

The assessment for this module will be based on an integrated assignment:

- Coursework: 50% - Online Portfolio [templates] - will cover Learning Outcomes I & ii - the evaluation of a range of secondary information/data sources to explore the impact of the macro environment on a range of tourism businesses. Preparation for this assessment will incorporate formative activities (which will not be graded) with feedback/guidance provided at different stages in the process. [maximum word count 1000 words]
- Coursework: 50% - Report - will cover Learning Outcomes iii & iv - a basic analysis of the response strategies by tourism businesses to the forces identified in CW 1 [1500 words]

**Module Description**

This module aims to provide students with a broad understanding of the different geographies and landscapes of tourism within a dynamic environment. Thus the destination, as the central point of the tourism system, will be the primary focus, integrating aspects from the disciplines of sociology, politics, history and economics. A range of issues will be explored, including the changing nature of destinations over time; factors affecting destination choice; the rise and fall of destinations; the key ingredients for successful destinations and the management of tourist destinations.

**Syllabus and Content**

1. Concepts relating to the geography of tourism  
Travel, tourism, geographical landscapes, pleasure peripheries, destinations and tourists;
2. Historical development of destinations  
Historical development of travel and tourism and the creation of different types of destinations;
3. Demand issues  
Spatial patterns of tourism flows globally; measuring tourism demand; elasticity issues with respect to demand; tourism typologies and the changing nature of tourist motivations; factors influencing destination choice;
4. Landscapes of tourism  
Coastal, rural, urban, historical, mountain, island destinations;
5. Successful destinations  
Destination resources, product portfolio of destinations, short - medium - long-term life cycles, seasonality issues;
6. Costs or benefits of tourism activity on destinations  
Socio-cultural, political, economic and environmental impacts of tourism on destinations and their host populations;
7. Sustaining tourism destinations  
Sustainable tourism strategies for destinations, challenges facing destinations in implementing these strategies.

**Learning Outcomes**

- i. Identify and explain the development of key concepts relating to the geography of tourism;
- ii. Investigate the different spatial flows of international tourism and the factors influencing destination choice;
- iii. Explain the key ingredients of successful destinations and why destinations rise and fall in popularity.
- iv. Assess the impacts of tourism activity on destinations and the arguments for sustainable tourism

**Summary of Method Assessment**

- Coursework (60%): Project: 'Virtual Backpacker' portfolio (2000 words)
- Poster Display (40%)

**Module Description**

This module builds on the basic research skills taught at level 4 and applies these to the application of research within the tourism industry to support decision making. The module develops inquisitiveness and challenge by developing an awareness of multiple perspectives and agendas for studying, analysing and understanding phenomena related to the tourism industry. Students will be encouraged to challenge research and data through systematic analysis. This enquiring approach will engender in students the ability to view research as tentative, to be revised and reconsidered.

When considering their own research students will establish research aims and objectives and will adopt a suitable research method and design appropriate research tools in order to identify, collect and evaluate information and data. Tools could include questionnaires, interviews and observations. Students will be introduced to qualitative and quantitative approaches and identify tourism specific analysis tools. Wherever possible, Information Technology will be used to support the process. Students will apply appropriate tools to a live tourism industry project.

Overall, the module adopts a structured approach to the effective use of a range of primary and secondary research tools and techniques that are utilised by tourism professionals and prepares the student for the application of research at level 6 and within the tourism industry.

**Syllabus and Content**

1. *The role of research within the tourism industry*  
Develop an appreciation of information, its collection and synthesis to aid in the decision making process within the tourism industry.
2. *Tourism research methods*  
Understand the research tools that are used within the tourism industry to explore both primary and secondary data. This will include the skills to devise and conduct research within the tourism context. This will include research methodology and design.
3. *Tourism Literature*  
Appreciate the place of secondary data sources and theoretical frameworks in the research process. Identification and evaluation of a selection of tourism related data sources. This will include how to structure a literature review and academic writing skills.
4. *Interpretation of data and application to tourism*  
Application of a range of data analysis techniques for both qualitative and quantitative analysis of tourism related data. Utilise appropriate IT tools for the creation, manipulation, and presentation of data within tourism research. Make realistic and appropriate conclusions and recommendations as a result of data analysis that are useful within the tourism context.

**Learning Outcomes**

- i. Demonstrate competence in the choice, design and planning of a live tourism research project
- ii. Demonstrate an ability to analyse a selection of research data
- iii. Derive appropriate conclusions and recommendations from research findings
- iv. Demonstrate an ability to reflect on and learn from the research experience

**Summary of Method Assessment**

- Practical exam: Students work in small teams to conduct a live research project - each student then produces an individual poster summarising their research findings (due week 10) [learning outcomes 1 and 3] 50%
- Coursework: Students will individually submit a personal reflective account [using templates] that chronicles their part in the research process and reflects on their learning experience (week 12) [learning outcomes 2 and 4] maximum 2000 words 50%

**Module Description**

The second year module serves as a framework for studying operational issues involved in the management of tourism facilities. It follows logically from the Level 4 work in that it builds upon the awareness of the environment within which tourism operates, by considering the day-to-day operation of a tourism attraction/amenity. Theoretical aspects of operations management are combined with practical applications in the tourism field to provide a sound grounding. The module aims to foster an appreciation as to the impact of operational policy on the business and associated stakeholders. Emphasis is placed on discussing operational business practice and its consequential effect on customers, employees and other stakeholder groups.

**Syllabus and Content**

1. *Operations and the tourism industry*  
Overview of the tourism operations landscape; National and international market structure; Common operational issues (contractual); Information systems
2. *Key performance objectives*  
The nature of services; Distinctive characteristics of service operations; e-commerce; Challenges facing the operations manager; Performance objectives
3. *Location Strategies*  
Location considerations of tourism operations; Logistical considerations; Socio cultural considerations; Location evaluation techniques  
Aesthetical design for operations  
Stages in the design process- value analysis, application to tourism products; Facility and design layout; Signposting (anchor point theory); Colour; Innovative Design
4. *Service Quality*  
Defining service quality; Gaps in service quality; Implementing effective customer service and service quality strategies
5. *Revenue management and pricing strategies*  
Sources of revenue; Challenges facing the operations manager; Revenue generation tactics; Types of pricing strategies; Yield Management  
Capacity: Supply and Demand Management  
Strategies for managing demand and matching supply; Capacity management for airlines and hotels; Yield Management
6. *Capacity and Crowd Management*  
The queuing phenomenon; Queuing models and strategies examined; Crowd Psychology; The health, safety and security responsibilities of the operations manager; Social accountability and ethical issues in business practice  
Health and Safety  
Legislation and guidelines; the ethical tourism operation; considering the disabled tourist; Heritage Protection and the DDA (1995)



### **Learning Outcomes**

- i. Demonstrate an awareness of operational issues encountered in the planning process of a tour programme.
- ii. Analyse the basis of effective customer service incorporating an awareness of relevant issues affecting stakeholder groups
- iii. Evaluate a wide range of location considerations to understand the importance of location in the overall success of the tourism enterprise
- iv. Apply aspects of finance to the management of a tourism operation.

### **Summary of Method Assessment**

- Coursework: Individual report [2000 words] will require students to apply the principles of operations management to a given tourism operation. 50%
- Practical exam: Tour Operations Business Game - student collaborative simulated activity - individually marked 50%