



Queen Margaret University
EDINBURGH

Programme Specification

Where appropriate outcome statements have be referenced to the appropriate Benchmarking Statement (**BS**)

1	Awarding Institution	Queen Margaret University
2	Teaching Institution	Queen Margaret University
3	Professional body accreditation	Chartered Institute of Management
4	Final Award	MSc International Hospitality Management and Leadership
	Subsidiary exit awards	PG Dip. International Hospitality Management and Leadership.
5	Programme Title	International Hospitality Management and Leadership
6	UCAS code (or other coding system if relevant)	
7	SCQF Level	11
8	Mode of delivery and duration	Full-time (12 months)
9	Date of validation/review	1 st Dec 2010

10. Educational Aims of the programme

Programme Aims - Generic

The programme aims to enable learners to:

- Facilitate and develop students' appreciation of the importance of community, sustainability, Corporate Social Responsibility and ethics through leadership, development and participation within communities
- Enable students to engage in and lead community based projects with socially responsible outcomes
- Develop a deeper understanding of management and leadership within the hospitality context and enhance personal and professional skills in order to contribute to professional development.
- Engage in critical reflection on academic practice and personal performance and employ independent study for life long learning;
- Respond to uncertainty and continuously changing environments, by quickly developing effective options and action plans, and by initiating and leading change initiatives

- Assess the wider interconnections between organisations and their local, national and international contexts and to develop sustainable, responsible and beneficial relationships with local communities and society at large;
- Explore, evaluate and synthesise a range of contemporary hospitality management operations from theoretical and practical contexts
- Formulate, critically evaluate and implement leadership strategies relevant to long term sustainable business success within the hospitality industry

Programme Aims

- Demonstrate, through practice, knowledge of how strategies for research and enquiry are used to create and interpret knowledge in hospitality management and leadership
- Systematically and critically evaluate the practices, research and scholarship in hospitality management and leadership
- Critically evaluate, interrelate and apply knowledge and processes relevant to hospitality management and leadership
- Exercise responsibility, initiative and self-direction to support and further develop independent study and professional development
- Contribute to the development of management and leadership within hospitality
- Critically reflect on practice to develop skills of self-appraisal and insight;
- Identify, critically analyse and respond creatively to complex problems that are specific to the hospitality industry
- Communicate effectively to diverse audiences through media appropriate for hospitality management and leadership practice;
- Take an inter-disciplinary approach to study;
- Demonstrate originality in the application of knowledge, understanding and practices in dealing with complex issues in hospitality operations;
- Critically reflect on the implications of hospitality management and leadership practices and decisions on the wider community;
- Identify, critically analyse and respond creatively to complex change management and leadership challenges.

11. Benchmark statements/professional and statutory body requirements covered by the programme

QAA Benchmarks
 HEA Enhancement Themes
 Scottish Credit Qualifications Framework
 Singapore's EduTrust certification

12. Learning Outcomes of the Programme

Knowledge and Understanding

Upon successful completion of a programme, graduates will be able to demonstrate knowledge and understanding in the areas including:

- The role and functions of organisational leaders

- The impact of globalisation on organisational structures and practices
- Research methods and methodologies appropriate to the analysis and evaluation of business management.
- Principles and practices of financial management
- Global marketing and sales strategies

Teaching and Learning methods and strategies

The learning, teaching and assessment strategy for the MSc International Hospitality Leadership and Management programme has been designed to align with the institutional priorities as laid out in the QELTA strategy and to embrace some of the enhancement themes as developed by QAA Scotland. An integrated structure is adopted across the whole of the MSc programme to ensure that knowledge and understanding is applied across a multidisciplinary context.

Modules on the programme are taught from a local, national and international perspective through the use of case studies, workshops and group projects. There is an emphasis on knowledge-in-practice and in showing students how theoretical concepts are applied across a range of public, private and voluntary organisations. There is an emphasis on student-centred learning and on delivering modules in a way that focuses on student needs and making students active partners in the learning process.

Assessment Strategies

Assessment on the MSc International Hospitality Management and Leadership programme comprise of a range of formative and summative assessment, designed to provide students with an opportunity to gain feedback on their learning, identifying strengths and weaknesses and encouraging 'deep' rather than superficial learning. Assessments on the programme take the form of individual reports, case studies, group projects and group presentations. Through employing a range of assessment across public, private and voluntary contexts, students will become more aware of the factors affecting leadership and management approaches in a number of settings.

Intellectual and Thinking Skills

Upon successful completion of a programme, graduates will be able to demonstrate a range of intellectual and thinking skills including:

- Systematically and critically evaluate the practices, research and scholarship within the fields of leadership and management
- Strategically analyse the organisational environment and culture and determine appropriate management and leadership approaches
- Critically reflect on the impact of organisational decisions and practices on the wider community
- Identify, critically analyse and respond creatively to complex change management and leadership challenges.

Teaching and Learning methods and strategies

The development of intellectual and thinking skills is an important element of the programme. Students are encouraged through module delivery to adopt a critical and evaluative approach to module content. Module facilitators will help students reflect upon their learning and assist in developing students into reflective practitioners. Debate and discussion is core to developing intellectual skills and help students move away from a compartmentalised mode of learning to a more holistic approach to learning. Students will be expected to be able to identify, diagnose and propose solutions to a range of organisational problems. A range of module delivery methods will also ensure that students develop creative and original solutions to non-standard problems. Independent study is also an important element on the programme and students are expected to be able to engage with research and collect and evaluate a wide range of research data.

Assessment Strategies

Students will be expected to demonstrate intellectual skills through production of management essays, management reports and literature reviews. Students will be provided with guidance on how to engage in critical analysis and evaluation. Students will be assessed in relation to the degree of evidence-based argument and their ability to develop original and creative solutions to non-standard problems. The management essay which concludes the programme will give students an opportunity to reflect upon their learning and experiences that they have accumulated.

Practical Skills

Upon successful completion of a programme, graduates have gained practical skills including:

- An appreciation of the importance of socially responsible behaviour within organisations and an understanding of the impact of organisational practices upon local communities
- An ability to plan, collect and evaluate research
- A capacity to analysis the strategic environment and develop strategies and plans to support organisational growth
- An understanding of the qualities of effective leaders and the strong relationship between leaders and followers.

Teaching and Learning methods and strategies

The new programme will prepare students for a wide variety of leadership and management positions in local, national and internationally-based organisations. Opportunities will be provided to students to develop all these skills through various module activities including case studies, workshop activities, independent study and production of reports and essays. An understanding of research methods is developed on the “Research Methods” module helping students acquire skills in data collection, analysis and evaluation. The programme also includes computer-based labs which will help students acquire skills in working with various software packages.

Assessment Strategies

The provision of a placement within a voluntary or community-based organisation will provide students with an opportunity to apply practical skills in a live workplace environment. Other module assessments including group presentations, interviews and reports will help students develop skills in a group environment whereby the student will be able to interact with others and contribute collaboratively.

Transferable skills

Upon successful completion of a programme, graduates have gained transferable skills including:

- An ability to communicate effectively and appropriately to diverse audiences
- Work constructively within a group and contribute collaboratively to the development of projects and assignments
- Exercise responsibility, initiative and self-direction to support and further independent study and professional development
- Show capacity to conduct and evaluate research
- Ability to use a range of computer software packages
- Develop effective time management strategies
- Work and learn independently
- Reflect upon their own practice

Teaching and Learning methods and strategies

The new programme teaches students a range of transferable skills that are important in the development of competent professional managers and leaders. Students will be expected to display competence in a wide range of transferable skills, including presentation skills, time management

skills, interpersonal skills and writing and project management skills. A series of individual and group assignments will require students to develop time management skills and be able to work both independent and collectively in planning tasks, collecting appropriate research and producing the required report. Students are also expected to take responsibility for their own learning and manage their schedules to meet required assessment deadlines.

Assessment Strategies

The variety of module assessments provides ample opportunities for students to develop interpersonal skills, delegation skills and time management skills. Transferable skills contribute to the overall content, quality and presentation of coursework submitted in written format or individual/group presentations. The ability of the individual to organise his/her own schedule and deliver high quality outputs is assessed through a range of individual assessments, in the form of management reports and essays.

13. Programme structures and features, curriculum units (modules), credits and award requirements (including any periods of placement)

The MSc International Hospitality Leadership and Management programme is a 12 month programme designed as a type 2 (career entry) general masters course, primarily for students with little or no business, management or leadership experience. It is a modular programme, with a single module credited with 15 points at SCQF level 11 (with one module being the community module). The programme has flexible exit points, with students who have taken the required number of credits able to exit with the award of postgraduate diploma. The programme is currently available in full-time mode.

As table 1 indicates, there are 9 core modules to be taken on the programme. The community, research and essay modules have a connected narrative from both a teaching and assessment perspective in that they require students to undertake a placement within a community and voluntary based organisation.

Table 1: Core Programme Modules

Module Title	Credits
International Leadership, Power & Policy	15
Strategic Thinking	30
Research Methods	15
International Marketing	15
Managing Facilities and Development of, Resort Hotels and Spas	15
Contemporary Issues in International Management	15
Community Impact and Practice	45
Developments & Issues in Global Hospitality Operations	15
Inspirational Leadership in Hospitality	15

The programme embeds the dimensions of the school philosophy and its learning, teaching and assessment strategy, to offer a range of knowledge, intellectual, practical and transferable skills that develop graduates that are ethical, entrepreneurial leaders, who will go out into their industries and wider global societies to make a difference. Core transferable graduate and management skills (including research skills) are embedded in the core management modules, whilst the route specific modules of this programme contain specialisms needed for management and hospitality disciplines.

Each 15 credit point equivalent of study is allocated 150 hours of study time. This is divided *inter alia* between class contact with staff and students, student managed group activities, computer mediated

interactions, field trips, seminars, research, directed and independent study, and the completion of assignments. Details for each module are provided in the module descriptor.

Two capstone modules are identified within the programme structure: Community Impact and Practice and Research Methods. These capstone modules are of critical importance to the programme and to the student experience. The taught elements of these modules include project management, critical reflection, personal development planning, team working, client management, research and analysis skills; and presentation and negotiation skills. These modules are critical to the development of competent professional managers and leaders suitable for employment in private, public and voluntary organisations. Table 2 summarises the three capstone modules.

Table 2: Capstone Modules

Module Title	Credits
Community Impact and Practice	45
Research Methods	15

14. Criteria for admission

Candidates will be required to meet the regulations for admission within QMU's Taught Postgraduate Framework.

To enter the MSc International Hospitality Management & Leadership, applicants should normally hold an honours degree, a degree with substantive experience, or equivalence. As this programme is focused as a conversion degree we are particularly welcoming of applicants from non-business related subjects.

In line with the university policy of seeking to offer opportunities to candidates regardless of their personal background and level of educational attainment, the programme team will promote entry to the programme for all students. Practically this means that the programme team will consider:

- Applicants who have obtained an undergraduate general degree level qualification but can demonstrate a period of substantive work experience (e.g. internship; management experience)
- Candidates who have no formal degree level qualification but can demonstrate substantive professional experience and suitable CPD outcomes. (In these cases the PL will interview the applicant)
- Consideration of non standard entry will be based on the following criteria but should be read in relation to regulation for admission within QMU's Taught Postgraduate Framework (noted above and in the admissions process sub section below)
- Appropriate work experience and supporting CPD type activity;
- Evidence of motivation to study at Masters level;
- Supporting references.

Applicant profiles that fit with all of the three described categories will therefore be seen under the universities normal working practices to have demonstrated equal competency and capability to enter the MSc programme.

Applicants whose first language is not English must provide evidence of proficiency in English language. Acceptable evidence is:

- An minimum IELTS score of 6, in each band; or
- A minimum of 237 in the computer-based TOEFL exam; or
- At least 580 in the paper-based exam

Candidates that do not meet the above minimum entry standard for the MSc, may be given a conditional offer subject to successfully achieving the minimum English language proficiency (through the EASB English language department).

15. Support for students and their learning

The university place a strong focus on supporting the student experience, developing an inclusive learning environment; and maximising the potential of each individual. There has been a consistent historical focus on supporting students within EASB and our continuing emphasis on guiding and supporting students remains a strong part of our identity. These principles are supported by a number of resources and initiatives, embedded within the university specialist support services and campus resources. The programme leader and wider team will make consistent efforts to ensure that all students are aware of these resources, sources of support and opportunities: For presentation and discussion these have been separate into two clusters; those operated and available through QMU and those operated by EASB.

15.1 Support from EASB

- The Student Handbook
- Student Engagement in Programme Development / SSCC
- Supporting Students from Diverse Backgrounds
- Support for Student with Disabilities
- Student Services / Academic Support
- Counselling
- Careers Advice

EASB has its own library, which is constantly upgraded with the latest books through recommendation by lecturers. The library is accessible to all EASB students and lecturers. On top of this, EASB provides a Learning Centre that is equipped with 70 computers for student's computer usage.

15.2 Support from QMU - Access to Facilities (On Line)

The QMU Information Services (IS) department operates a remote access strategy that aims to provide access to all the information resources that are available on campus to those who do not study at the QMU Edinburgh site.. Remote Access is provided through Citrix Remote Desktop and VPN (Virtual Private Networking). In essence, this allows students to access the student desktop, Web-CT sites and Library resources including full text journals and learning support advice; from anywhere in the world.

16. Quality Assurance arrangements

This programme is governed by QMU's quality assurance procedures. See the QMU website for more detail: <http://www.qmu.ac.uk/quality/>

Where the QA arrangements differ from standard QMU procedures, include that information here.