



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	East Asia Institute of Management
3	Professional body accreditation	
4	Final Award	MSc International Management and Leadership with Hospitality
	Subsidiary exit awards	Postgraduate Certificate (60 credits) Postgraduate Diploma in Hospitality (120 credit)
5	Programme Title	International Management and Leadership with Hospitality
6	UCAS code (or other coding system if relevant)	n/a
7	SCQF Level	11
8	Mode of delivery and duration	
9	Date of validation/review	December 2016

10. Educational Aims of the programme

- 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 a socially responsible and community focus 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
- Develop the ability to apply knowledge and understanding of management and leadership both systematically and creatively to complex issues and to communicate outcomes effectively
- 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

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

- QAA Subject Benchmarks (2015) for Master's degrees in business and management
- SCQF Frameworks for Level 11 Master Degrees
- Chartered Management Institute
- Enhancement Themes Scotland

- Market Research with Partner / Competitor Universities (UK and International)
- Higher Education Academy for Hospitality, Leisure, Sport and Tourism
- Institute of Hospitality
- Singapore Tourism Board
- Council of Private Education (EduTrust)

12. Learning Outcomes of the Programme

- 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.
- Identify a range of problems in connection with leadership and leadership style in contemporary hospitality contexts; apply critical analysis and evaluation of theory and understanding of forefront issues to attempt to provide solutions to these complex issues;
- Demonstrate effective leadership at a personal level through engagement with a range of creative professional skills, communication and originality of approach to conceptual and practical leadership issues.

13. Teaching and learning methods and strategies

The MSc Hospitality Management and Leadership has been designed to incorporate good practice in the areas of learning, teaching and assessment. Modules will involve elements of inquiry (problem) based learning, while the assessment strategy both covers the breadth of types indicated in QAA and QMU masters benchmarks statements; while also focusing on integrating aspects of modular learning and assessment experiences. The programme will embed research led learning, by requiring students to examine contemporary hospitality management and leadership issues including; Corporate Social Responsibility; Sustainability; Authentic and Transformational Leadership; Community Engagement and Green Management.

Each of the modules on the programme will draw upon a wide selection of research, professional and industry examples, and contemporary textbooks, and students will be required to relate theory to practice through case studies, experiential activities, inquiry based approaches, web based reflective logs and seminars. Case studies used on the programme will address important topical issues and will draw upon an international context. Alongside the programme team, the programme will be supported by guest lectures from visiting academics and practitioners, and field trips.

14. Assessment strategies

The programme team have sought to ensure that module assessments link clearly to the aims and outcomes of the module as described within the module descriptors. A key aspect of integrative assessment has also been to look across the assessment contained within the programme as a whole to ensure that there is a good balance of assessment that exposes students to a wide variety of experiences; that the assessments are inclusive to the diverse student constituency, fair, relevant and reliable and that the assessment responds well to the needs of students.

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

The MSc International Hospitality Management and Leadership 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. EASB will offer delivery of the MSc through 4 intakes a year,. Entry point into the programme will be at the beginning of a 3 month Term, normally these are; February, May, July, and October.

An overview and a summary of the structure of the MSc is presented in Table 1. The following delivery schedule reflects that 2 modules will be taken in each Term, alongside the CIP module that will be run by grouping students by term entry point. The CIP module therefore becomes a capstone module for each intake, and provides a focus for induction and integration of each particular group.

Table 1: Core Programme Modules

MSc International Management and Leadership with Hospitality (
Strategic Management (15)
Introduction to Management Accounting and Finance (15)
Organisational Behaviour (15)
International Marketing (15)
Contemporary Issues in International Management (15)
Global Issues and Challenges for Hospitality Managers (15)
Critical Issues in Hospitality and Tourism Leadership (15)
Introduction to Behavioural Finance (15)
Community Impact and Practice Project (60)

Figure 1: Delivery Schedule

Strategic Management (15)	Critical issues in Hospitality and Tourism Leadership (15)	Contemporary Issues in International Management (15)	Introduction to Management Accounting and Finance (15)
International Marketing (15)	Organisational Behaviour (15)	Global Issues and Challenges for Hospitality Managers (15)	Introduction to Behavioural Finance (15)
Community Impact and Practice (60)	Community Impact and Practice (60)	Community Impact and Practice (60)	Community Impact and Practice (60)

The programme has incorporated and closely follows the most up to date version of the equivalent module delivery at QMU. All modules are credited with 15 points and the Project module (CIP) with 60 credits. The CIP module is seen as creating a capstone experience within the programmes and offers the opportunity to both integrate the wider modular learning programme, develop a substantial piece of original work (in an external setting) and reflect on the project, the academic year and the students PDP for the future.

16. Criteria for admission

The regulations for Admission on to the MBA programme through various routes are located on the Quality website (<http://www.qmu.ac.uk/quality>). These regulations provide the framework for management of the admission of students onto academic programmes, for the progression of students through the programmes and their various exit points. An overview of some of the key elements of the admissions process follows and will specifically address:

- Principles of recruitment
- Equal opportunities
- Entry requirements
- English language requirements
- The admission process
- Credit for previous study

International Management and leadership with Hospitality applicants should normally hold an honours degree or equivalent and non business related subjects are considered acceptable.

Market research has highlighted the widening range and evolution of entry criteria that has occurred in both the UK and overseas markets (Identified and discussed in the market research sub section). For example, Cardiff University is now to consider applications “from recent graduates with an Honours degree from an approved university or those with a similar level of qualification gained by other methods.” Additionally, the acceptance of candidates with professional qualifications and substantive business experience is increasing as an entry route especially evident in specialist, industry specific, awards such as MBA Hospitality Management in Singapore.

The team and school have spent an extensive amount of time researching, analysing and debating the entry criteria and changes to the market place. One of the primary influencers has been the changing ‘student’ within the higher education sector. This has been balanced with the clear differentiator of an MBA type qualification. This being the need to bring ‘relevant work experience on which the learning process should build.’ (QAA Guidelines 2015). It is clear that many current/recent graduates are leaving University with substantive work experience and in many cases substantive management experience. It is also important to note that within the Universities admissions criteria section 5.0 the guidelines note:

<http://www.qmu.ac.uk/quality/qm/AZindex.htm#e>

“The entrance requirements for each particular programme are *designed to meet* the nationally accepted entrance requirements for admission to programmes of that level, the aims, the curriculum

content at that level, the *learning, teaching and assessment* methods and the duration, as well as the expected level of demand from applicants....”

Based on the market research and analysis of the market place and in line with the Universities guidelines we would welcome applications from candidates who have no formal degree level qualification but can demonstrate substantive professional experience and suitable CPD outcomes, graduates with an undergraduate general degree level qualification who are able to bring and demonstrate substantive work experience/responsibility that will enhance the learning experience across the cohort and applicants who have obtained an undergraduate general degree level qualification but can demonstrate a period of postgraduate work experience and/or CPD.

Non standard entry applications would be considered on the basis of appropriate work experience and supporting CPD type activity, evidence of motivation to study at Masters level and supporting references.

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

In some cases it may be necessary to require applicants, who do not clearly meet one of these entry requirements to attend for interview and/or prepare a piece of written work.

Applicants whose first language is not English must provide evidence of proficiency in English language. The minimum English language qualifications that can be accepted for postgraduate studies are (http://www.qmu.ac.uk/international/english_language.htm):

- IELTS 6.5 with a minimum of 6.0 in each language skill. Please note that these tests are only valid for two years.
- Pearsons. A link to their website can be found here: [Pearson Test of English](#)

Whilst other English language tests can be considered, TOEFL qualifications are no longer acceptable.

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

17. 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.

18. 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/>