### Educational aims of the programme

- An in-depth exploration of the strategic management approaches, techniques and skills required for senior management positions in the hotel industry that builds on the underpinning knowledge of operational management that has been obtained by study at an undergraduate level. This will involve the study of national, international and global hotel chain operations in their various forms.
- A high quality education, which is intellectually rigorous and up-to-date, as well as relevant to the needs of future managers, executives and professionals in the hotel industry.
- A business management orientation related to the hotel business drawing on a range of cognate areas of study to explain and analyse this particular sector.
- An integrated approach so as to provide a coherent view that explores the interrelationships between the various components of the programme, but at the same time by way of optional modules to permit students to pursue an extra element of specialisation relevant to their backgrounds, interests and/or career aspirations.
- An international perspective both in scope and coverage.
- Up to date information that draws on the stimulus of the school’s recent research activities.
- Students with the basis for developing their own approach to learning and personal development.

### Programme learning outcomes

- the programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills, qualities and other attributes in the following areas:

**MSc in Strategic Hotel Management**
• Critically evaluate the development, characteristics, issues and influences relevant to strategic hotel management
• Analyse and debate theoretical and applied knowledge in the management, operation, organisation and provision of hotels
• Evaluate critically a wide range of approaches and techniques relevant to the strategic management of hotels
• Evaluate outcomes and accurately assess/report on their own/others work with justification and relate them to existing knowledge structures and methodologies
• Demonstrate high level learning and problem solving skills
• Conduct research and produce a high quality report: this includes the ability to select, define and focus upon and issue at an appropriate level; to develop and apply relevant and sound methodologies; to analyse the issue; to develop recommendations and logical conclusions; to be aware of the limitations of research work
• Identify modifications to existing knowledge structures and theoretical frameworks and to propose new areas for investigations/ new problems / new or alternative applications and methodological approaches
• Display a range of skills relevant to the needs of existing and future managers, executives and professionals irrespective of their sector of operation, particularly in the areas of analysis and synthesis, communication and presentation skills, computing skills, critical reasoning, data analysis, organisation and planning, report and essay writing skills, interactive and group skills, research skills.
• Handle ethical dilemmas likely to arise in management, research and professional practice and to formulate solutions in dialogue with peers, clients, mentors and others

Postgraduate Diploma in Strategic Hotel Management
• Critically evaluate the development, characteristics, issues and influences relevant to strategic hotel management
• Analyse and debate theoretical and applied knowledge in the management, operation, organisation and provision of hotels
• Evaluate critically a wide range of approaches and techniques relevant to the strategic management of hotels
• Evaluate outcomes and accurately assess/report on their own/others work with justification and relate them to existing knowledge structures and methodologies
• Demonstrate high level learning and problem solving skills
• Display a range of skills relevant to the needs of existing and future managers, executives and professionals irrespective of their sector of operation, particularly in the areas of analysis and synthesis, communication and presentation skills, computing skills, critical reasoning, data analysis, organisation and planning, report and essay writing skills, interactive and group skills, research skills.
• Handle ethical dilemmas likely to arise in management, research and professional practice and to formulate solutions in dialogue with peers, clients, mentors and others

Postgraduate Certificate in Strategic Hotel Management
• Critically evaluate the development, characteristics, issues and influences relevant to strategic hotel management
• Analyse and debate theoretical and applied knowledge in the management, operation, organisation and provision of hotels
• Demonstrate high level learning and problem solving skills
• Display a range of skills relevant to the needs of existing and future managers, executives and professionals irrespective of their sector of operation, particularly in the areas of analysis and synthesis, communication and presentation skills, computing skills, critical reasoning, data analysis, organisation and planning, report and essay writing skills, interactive and group skills, research skills.
### Knowledge and understanding
- Critically evaluate the development, characteristics, issues and influences relevant to strategic hotel management
- Analyse and debate theoretical and applied knowledge in the management, operation, organisation and provision of hotel
- Evaluate critically a wide range of approaches and techniques relevant to the strategic management of hotels
- Evaluate outcomes and accurately assess/report on their own/others work with justification and relate them to existing knowledge structures and methodologies

### Intellectual / cognitive skills
- Demonstrate high level learning and problem solving skills
- Conduct research and produce a high quality report: this includes the ability to select, define and focus upon and issue at an appropriate level; to develop and apply relevant and sound methodologies; to analyse the issue; to develop recommendations and logical conclusions; to be aware of the limitations of research work
- Identify modifications to existing knowledge structures and theoretical frameworks and to propose new areas for investigations/ new problems / new or alternative applications and methodological approaches

### Professional practical skills
- Handle ethical dilemmas likely to arise in management, research and professional practice and to formulate solutions in dialogue with peers, clients, mentors and others

### Key / transferable skills
- Display a range of skills relevant to the needs of existing and future managers, executives and professionals irrespective of their sector of operation, particularly in the areas of analysis and synthesis, communication and presentation skills, computing skills, critical reasoning, data analysis, organisation and planning, report and essay writing skills, interactive and group skills, research skills.

#### 17. Programme structure – including the route / pathway / field requirements, levels modules, credits, awards and further information on the mode of study.

All programmes operate on a 15 credit modular structure over two semesters. All taught modules are semester based and are worth 15 credits, which is indicative of 150 hours of learning, comprised of student contact, private study and assessment. Project and dissertation modules can be either 15, 30, 45 or 60 credits and, additionally Master’s dissertations 90 credits.

Credits achieved from completing the dissertation / final project module cannot be attributed to a subsidiary award. Students are unable to submit their dissertation until they have successfully completed their taught modules.

This programme is studied full-time over one academic year. In order to achieve the principal award of an MSc a student must complete 180 credits, with a minimum of 150 credits at FHEQ level 7 and the remainder at FHEQ level 6. Students are also eligible to exit the programme with the following subsidiary awards:
- **PG Dip** – 120 credits with a minimum of 90 credits at FHEQ level 7 and the remainder at FHEQ level 6
- **PG Cert** – 60 credits with a minimum of 45 credits at FHEQ level 7 and the remainder at FHEQ level 6

In order for students to progress they must achieve a minimum average of 50%.
<table>
<thead>
<tr>
<th>Module code</th>
<th>Module title</th>
<th>Core /compulsory /optional</th>
<th>Credit volume</th>
<th>Semester (1 / 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANM169</td>
<td>Research Methods</td>
<td>Compulsory</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>MANM322</td>
<td>Strategic Marketing and Brand Management</td>
<td>Compulsory</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>MANM319</td>
<td>Hotel Investment and Finance</td>
<td>Compulsory</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>MANM320</td>
<td>Hotel Operations Analysis</td>
<td>Compulsory</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>MANM321</td>
<td>Strategic Human Resource Management</td>
<td>Compulsory</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>MANM042</td>
<td>Strategic Management Of International Hotel Companies</td>
<td>Compulsory</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>MANM243</td>
<td>Revenue Management</td>
<td>Optional</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>MANM020</td>
<td>Project Management</td>
<td>Optional</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>MANM300</td>
<td>Business Plan for Hospitality and Tourism</td>
<td>Optional/ compulsory if undertaking an applied dissertation</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>MANM197</td>
<td>Event Operations Management</td>
<td>Optional</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>MANM061</td>
<td>Research Dissertation or Applied Dissertation</td>
<td>Compulsory or</td>
<td>60</td>
<td>2</td>
</tr>
<tr>
<td>MANM061</td>
<td>Business Planning Dissertation</td>
<td>Compulsory or</td>
<td>60</td>
<td>2</td>
</tr>
</tbody>
</table>

Choose 2 from the listed optional modules in Semester 2.

18. Opportunities for placements / work-related learning / collaborative activity – please indicate if any of the following apply to your programme

- Associate Tutor(s)/ Guest Speakers/Visiting Academics: Y
- Professional Training Year (PTY): N
- Placement(s) (study or work that are not part of the PTY or Erasmus Scheme): N
- Clinical Placement(s) (that are not part of the PTY Scheme): N
- ERASMUS Study (that is not taken during Level P): N
- Study exchange(s) (that are not part of the ERASMUS Scheme): N
- Dual degree: N

19. Quality assurance

The Regulations and Codes of Practice for taught programmes can be found at: [http://www.surrey.ac.uk/quality_enhancement/index.htm](http://www.surrey.ac.uk/quality_enhancement/index.htm)