Buckinghamshire New University

PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	MSc Hospitality Strategy and Governance
Awarding Institution:	Buckinghamshire New University
Teaching Institution(s):	Buckinghamshire New University
Subject Cluster:	Hospitality
Award Title (including separate Pathway Award Titles where offered):	MSc Hospitality Strategy and Governance
Pathways (if applicable)	
FHEQ level of final award:	Level 7
Other award titles available (exit qualifications):	Postgraduate Diploma in Hospitality Strategy and Governance Postgraduate Certificate in Hospitality Strategy and Governance
Accreditation details:	TBC
Length of programme:	1 Year
Mode(s) of Study:	Full Time
Mode of Delivery:	Blended learning
Language of study:	English
QAA Subject Benchmark(s):	Master's Degrees in Business and Management, March 2023
Other external reference points (e.g. Apprenticeship Standard):	Institute of Hospitality Management Standards
Course Code(s):	MSHOSGFT
UCAS Code(s):	TBC
Approval date:	May 24
Date of last update:	

2. Programme Summary

The MSc Hospitality Strategy and Governance programme offers a transformative educational experience that equips you with the knowledge, skills, and mindset to lead the hospitality industry towards a more innovative future. Through a carefully curated blend of cutting-edge concepts, practical experiences, and ethical considerations, this programme empowers you to drive positive change within the hospitality industry while fostering responsible practices that benefit both society and the environment. This programme is for hospitality leaders or those looking to work in strategy and governance in the hospitality industry to advance knowledge to practical situations in challenging, changing, and contemporary times. Throughout your studies, you will explore key areas such as strategy formulation, leadership development, ethical governance, brand management, sustainability practices, performance analysis, and consultancy projects tailored specifically to the hospitality sector.

Key Modules:

Hospitality Strategy and Digital Transformation: This module explores the intersection of strategy and technology within the hospitality industry, focusing on leveraging digital tools and platforms to enhance business performance and customer experience.

Leadership Mindsets and Approaches: You will examine various leadership theories and practices, developing essential skills for effective leadership in hospitality organisations, including communication, decision-making, and team management.

Hospitality Governance, Ethics, and Compliance: This module explores the principles of corporate governance, ethics, and regulatory compliance within the context of the hospitality industry, emphasising responsible business practices and risk management.

Strategic Brand and Reputation Management: You will learn strategies for building and managing strong hospitality brands, cultivating positive reputations, and effectively communicating brand values to stakeholders.

Sustainable Value Chain Management: This module explores sustainable practices throughout the hospitality value chain, addressing environmental, social, and economic considerations to promote long-term viability and responsible business operations.

Hospitality Business Performance and Analysis: You will gain proficiency in analysing hospitality business performance using quantitative and qualitative methods, identifying key performance indicators, and making data-driven decisions to drive organizational success.

Hospitality Business Consultancy Project: In this project, you will apply your knowledge and skills to real-world hospitality challenges, working closely with industry partners to develop innovative solutions and recommendations.

Graduates of the MSc Hospitality Strategy and Governance programme will be well-equipped to pursue a wide range of career opportunities in the global hospitality industry, including roles such as strategic planners, corporate executives, higher management roles, sustainability managers, brand managers, consultants, and entrepreneurs.

Overall, the programme provides a comprehensive foundation in hospitality strategy and governance, preparing students to thrive in a rapidly evolving industry landscape while making meaningful contributions to the sustainable growth and success of hospitality organisations worldwide. You will benefit from a mixture of theoretical input but also the links between theory and practice to ensure the relevance of your studies to employability. The programme draws upon the research expertise, knowledge, and experience of the global hospitality industry as well as engagement with a range of diverse practitioners. Developed to combine rigorous academic ideas with problem-solving and practical skills to equip you with industry-based knowledge and competences to enable you to excel in the globalised business environment in which the contemporary hospitality business and the industry operate.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

1. Develop strategic thinkers who can analyse complex hospitality environments, identify opportunities, and formulate effective strategies to drive organisational success and competitiveness. (Develop Strategic Thinkers)
2. Cultivate a deep understanding of governance principles, compliance requirements, and ethical considerations within the hospitality industry. (Cultivate Ethical Leaders)
3. Equip students with the digital fluency necessary to navigate the rapidly evolving landscape of hospitality technology, leveraging digital tools and platforms to enhance operational efficiency, customer engagement, and strategic decision-making. (Promote Digital Fluency)
4. Advance sustainability practices within the hospitality industry by instilling a commitment to the environment, social responsibility, and ethical business practices throughout the value chain, preparing graduates to address pressing sustainability challenges. (Advance Sustainability Practices)
5. Assess, analyse, and optimise hospitality business performance through the application of financial, operational, and market analysis techniques, enabling them to drive continuous improvement and maximise value creation. (Enhance Business Performance)
6. Embed industry engagement and experiential learning opportunities to provide students with practical experience and real-world insights that complement academic learning and prepare them for successful careers in the field. (Industry Engagement)

These aims reflect the overarching goals of the programme in preparing graduates to excel as strategic leaders, ethical decision-makers, and responsible managers in the hospitality industry.

Programme Learning Outcomes

Knowledge and Understanding (K)

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

ID	Learning Outcome
K1	Demonstrate a comprehensive understanding of key concepts, theories, and frameworks related to hospitality strategy formulation, including market analysis, competitive positioning, and strategic planning.
K2	Acquire knowledge of ethical principles, governance structures, and regulatory frameworks relevant to the hospitality industry, demonstrating an understanding of compliance requirements and ethical decision-making processes.
K3	Develop a deep understanding of digital technologies and their impact on hospitality operations and customer experience, including the integration of digital tools for marketing, distribution, and service delivery.
K4	Recognise and appreciate sustainable practices within the hospitality industry, including environmental conservation, social responsibility, and sustainable supply chain management, understanding the implications for business operations and stakeholder engagement.
K5	Understand how to build and manage strong hospitality brands, cultivate brand loyalty, and mitigate reputation risks.

Analysis and Criticality (C)

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

ID	Learning Outcome
C1	Critically evaluate hospitality strategies and business models, assessing their strengths, weaknesses, opportunities, and threats, and recommending strategic adjustments based on rigorous analysis and interpretation of data.
C2	Analyse ethical dilemmas and governance challenges within the hospitality context, evaluating alternative courses of action and making well-reasoned decisions that uphold ethical standards and stakeholder interests.
C3	Demonstrate proficiency in analysing hospitality data, employing quantitative and qualitative methods to evaluate business performance, identify trends, and inform strategic decision-making processes.
C4	Critically assess risks facing hospitality organisations, including financial, operational, legal, and reputational risks, developing risk mitigation strategies and contingency plans to safeguard organisational interests.
C5	Critique sustainable practices within the hospitality industry, examining their effectiveness, impact, and feasibility, and identifying opportunities for improvement and innovation in sustainability management.

Application and Practice (P)

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

ID	Learning Outcome
P1	Apply strategic planning frameworks and methodologies to develop comprehensive hospitality strategies aligned with organisational goals, effectively translating strategic objectives into actionable plans and initiatives.
P2	Implement effective leadership and team management skills in hospitality settings, fostering collaboration, motivating team members, and facilitating the implementation of strategic initiatives to achieve desired outcomes.
P3	Apply digital technologies and innovation strategies to enhance hospitality operations and guest experiences, leveraging digital platforms for marketing, distribution, personalisation, and service delivery.
P4	Develop ethical governance principles and compliance frameworks to real-world hospitality scenarios, implementing policies and procedures to ensure legal compliance, ethical conduct, and accountability within organisations.
P5	Execute consultancy projects for hospitality organisations, applying theoretical knowledge and analytical skills to address strategic challenges, develop actionable recommendations, and deliver value-added solutions to industry partners.

Transferable skills and other attributes (T)

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

ID	Learning Outcome
T1	Communicate complex ideas effectively through written reports, oral presentations, and visual aids, adapting their communication style to diverse audiences and stakeholders.

T2	Demonstrate proficiency in problem-solving and decision-making, applying analytical thinking, creativity, and resilience to address complex challenges and achieve desired outcomes in hospitality contexts.
T3	Demonstrate adaptability and innovation in response to changing industry dynamics and market trends, identifying opportunities for innovation and implementing creative solutions to drive organisational success.
T4	Exhibit project management skills, effectively planning, organising, and executing consultancy projects and other initiatives within time constraints, while managing resources and mitigating risks
T5	Demonstrate professionalism, integrity, and ethical conduct in your interactions with colleagues, clients, and stakeholders, upholding high ethical standards and contributing positively to the reputation of the hospitality profession.

Graduate Attributes

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

On this programme, attributes are developed through:

- Future hospitality leaders - addressing hospitality industry needs and societal challenges, gaining necessary skills and mindset, continuing to make a difference in the hotel industry.
- Critical and creative thinkers - employing evidence-based reasoning, applying multiple perspectives of business issues, recognising distinctive contribution of management and technologies into real-world issues.
- Globally and culturally intelligent - demonstrating awareness of, and respect for, intercultural variations in business and technologies, respecting diversity and promoting equality.
- Resourceful, resilient, and enterprising in outlook - developing an opportunity-centred mindset and leadership, demonstrating confidence in responding effectively to opportunities, challenges, problems, and setbacks, reflecting and learning from own performance and experiences.
- Effective communicators - presenting study findings effectively, explaining ideas clearly and fluently in writing, orally, and through the creation of technological solutions.
- Ethically, socially, and environmentally responsible - demonstrating awareness of the potential technology solutions for the promotion of inclusion, social justice, and environmentally sustainable behaviour, professional achievements that will shape a more sustainable future society.
- Digitally competent - demonstrating skills, knowledge, and attitudes that enable confident, critical, and creative use of a full range of digital technologies for information, communication, and problem-solving in all aspects of life.

4. Entry Requirements

The University's general entry requirements will apply to admission to this programme.

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

Entry requirements for this programme includes a minimum 2.2 Honours in Business, Hospitality, Events or Tourism related degree, plus a minimum of 5 years experience within a supervisory role, or higher, within the hospitality industry. Extensive hospitality experience, without formal degree level qualification will also be considered. We would normally expect applicants to have Grade 4 or C in GCSE English and Maths.

In the case of applicants whose first language is not English, overall IELTS 6.5 with a minimum of 6.0 in Writing, Speaking, Reading and Listening (or recognised equivalent) is required. International qualifications will be checked for appropriate matriculation to UK Higher Education postgraduate programmes.

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

If you do not meet the entry requirements you may, if you have relevant professional experience, still be invited for interview, where you will be required to demonstrate the necessary industry knowledge and understanding for entry onto the course.

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

5. Programme Structure

Pathway 1 or stand-alone course

Level	Modules (Code, Title and Credits)	Exit Awards
Level 7	**Core modules:** BAM7057 Hospitality Strategy and Digital Transformation (Core) (20 credits) BAM7058 Leadership Mindsets and Approaches (Core) (20 credits) BAM7059 Hospitality Governance, Ethics and Compliance (Core) (20 credits) BAM7060 Strategic Brand and Reputation Management (Core) (20 credits) BAM7061 Sustainable Value Chain Management (Core) (20 credits) BAM7062 Hospitality Business Performance and Analysis (Core) (20 credits) BAM7063 Hospitality Business Consultancy Project (Core) (60 credits)	**Postgraduate Certificate**, awarded on achievement of 60 credits **Postgraduate Diploma**, awarded on achievement of 120 credits **Masters**, awarded on achievement of 180 credits

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

6. Learning, Teaching and Assessment

Learning and teaching

MSc Hospitality Strategy and Governance aims to provide a balanced programme of study that equips you with industry knowledge and experience, academic and cognitive, and critical and transferrable skills, which will create culturally aware, prepared and responsive graduates. We will encourage you to be actively involved in your learning and to co-operate with other learners. We aim to give you prompt feedback on your learning as well as opportunities to reflect upon and learn from that feedback.

You will be actively involved in a range of learning, teaching and assessment approaches as part of the MSc Hospitality Strategy and Governance. Such active approaches aim to put you at the centre of your learning, so you are involved and engaged in all aspects of your assessment and learning. Your programme will require your active participation in learning activities and engagement with your fellow learners both individually and collaboratively, working and learning with other learners as part of a small group. Learning activities may also occur both within and outside the classroom.

Your learning will also be supported by technology. Increasingly your lecturers will be using existing and emerging learning technologies to engage you in e-learning activities. Your programme will be facilitated using a variety of media and online tools (podcasts, wikis, etc) which will allow you flexible access to a diverse range of online resources, quizzes and learning materials as well as collaborative tools with which you can engage and learn with your peers. Not confined by the time and space associated with traditional teaching methods you may take part in online discussions and learning activities from wherever you are studying. Your tutors will provide any support you may need whilst learning online. By engaging with e-learning you will also be developing skills which are essential for your learning and are also highly valued by employers. These include but are not limited to working flexibly, communication, understanding of IT, team working and creating shared understandings based on quality resources and access to global expertise.

A combination of teaching approaches are employed including lectures, guest lectures, group and individual project work, student led seminars. Blackboard will be used to provide supportive material and to communicate with learners via announcements.

There will be three modes of delivery: study weekends, online engagement through a virtual learning environment, and individual mentoring and supervision. There will be six study weekends during the programme. Sessions incorporated within the weekends will be based on small group learning and teaching, and primarily take the form of seminars based on students' preparatory reading and professional experience, scenario-based learning, group discussion, groupwork and student presentations. Thus, the experience will be interactive and include the sharing of lived practice, whilst fostering the development of autonomous learning. Student engagement between the weekends will be facilitated by tutorials with academics as required and some set tasks that require student online interaction or offline preparation. It is also expected that students will have regular contact (at least once between taught sessions) with their personal tutors. Between each of the study sessions students will be supported with on-line blended-learning activities and tasks as appropriate to module requirements. These will be conducted principally via the VLE but may also involve Teams/email or face-to-face tutorials where appropriate. Tasks will be posted on the VLE by the module leader or member of the teaching team using the discussion forum and will be typically phased over a period of time.

Assessment

As per the teaching and learning strategy, the specific assessment methods are determined at modular level, but are designed to reflect the course aims and learning outcomes, to equip learners with industry knowledge and experience, academic and cognitive, and critical and transferrable skills, which will create culturally aware, prepared and responsive graduates for an inclusive and socially conscious hospitality industry. Assessments are based on practical, oral and written assignments.

Contact Hours

A mixture of synchronous and asynchronous delivery is used for this programme. Modules are delivered in a block approach with one module being studied at one time. A full breakdown of contact hours can be found in individual module descriptors.

7. Programme Regulations

This programme will be subject to the following assessment regulations:

- Regulations for Taught Degree Programmes

8. Support for learners

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

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

9. Programme monitoring and review

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

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

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

- An initial event to approve the programme for delivery
- An annual report submitted by the External Examiner following a process of external moderation of work submitted for assessment
- The Annual Monitoring process, which is overseen by the University's Education Committee
- Review by the relevant PSRB(s)
- Periodic Subject Review events held every five years
- Other sector compliance and review mechanisms

10. Internal and external reference points

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

- The Framework for Higher Education Qualifications (FHEQ)
- The QAA Subject Benchmark Statement – see detailed mapping below
  - Master's Degrees in Business and Management, March 2023
- The Institute of Hospitality Management Standards
- The BNU Qualifications and Credit Framework
- The BNU Grading Descriptors
- The University Strategy, Thrive 2028

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

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Skills • An excellent command of subject-specific academic and professional skills relevant to the appropriate field of business and management as well as consistent proficiency in generic skills and attributes.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Critical perspective • A critical awareness of current issues in business and management which is informed by leading edge research and practice in the field as well as by a proactive and independent approach to learning. • Conceptual understanding that enables students to evaluate critically current research and advanced scholarship in the field of business and management or a specialism within it.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Application	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
• Application of relevant knowledge to a range of complex situations, taking account of its relationship and interaction with other areas of the business or organisation. • Originality and creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge in business and management, or in a specialist field within it. • Ability to evaluate and integrate theory and practice in a wide range of situations. • An understanding of how the boundaries of knowledge are advanced through research.																				
Values • A commitment to championing the values of global social responsibility,	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
Benchmark / Standard requirement	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
ethical values and behaving with integrity. • An ability to take an international perspective, including understanding the impact of globalisation on businesses, societies and the environment and the ethical implications. • An ability to manage and lead with a strong sense of global social responsibility, appreciating the contradictory challenges this presents in complex business and management environments.																				

Mapping of Programme Learning Outcomes to Modules

Programme Learning Outcome	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)				
Module Code (Core)	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5
Level 7																				
Hospitality Strategy and Digital Transformation (Core) (20 credits)	x	x	x	x		x	x	x	x	x	x		x	x	x	x		x	x	x
Leadership Mindsets and Approaches (Core) (20 credits)	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x		x	x	x
Hospitality Governance, Ethics and Compliance (Core) (20 credits)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Strategic Brand and Reputation Management (Core) (20 credits)	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x
Sustainable Value Chain Management (Core) (20 credits)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x
Hospitality Business Performance and Analysis (Core) (20 credits)	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x			x	
Hospitality Business Consultancy Project (Core) (60 credits)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x