

PROGRAMME SPECIFICATION

1. Key Information

Programme Title:	MSc Hospitality Leadership
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 Leadership
Pathways (if applicable)	
FHEQ level of final award:	Level 7
Other award titles available (exit qualifications):	Postgraduate Diploma in Hospitality Leadership Postgraduate Certificate in Hospitality Leadership
Accreditation details:	TBC
Length of programme:	1 Year
Mode(s) of Study:	Full Time
Mode of Delivery:	In person (on-site) delivery
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):	MSHOLEFT
UCAS Code(s):	
Approval date:	August 2023
Date of last update:	June 2025

2. Programme Summary

The programme is industry-inspired, forward-facing and meet the needs of the hospitality industry. You will develop solid business principles, alongside contemporary sector knowledge, and plenty of experience working in areas related to your field of study.

We will encourage you to take a strategic approach to various sectors of the industries. This will enhance your understanding of the ever-changing business, economic and social demands placed on these complex industries. A range of activities, including trips, workshops and guest speaker sessions will enhance your understanding of contemporary issues in the industry as a whole and the various sectors within it. The programme is distinct due to the hands-on experience of the teaching staff as well as their research informed approach in

preparation of the teaching, learning and assessment materials plus the many work experience and placements opportunities that are available. Another feature of the programme is the ability for you to interact with senior professionals working in the hospitality industry.

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. This will enhance and develop both the 'soft' skills the industry needs as well as the industry specific knowledge that will be required for supervisory and managerial roles. 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.

The scope of the programme is global and covers different facets of hospitality as practised within and across countries at different levels of development and within a variety of business and management cultures. As hospitality expands further into emerging markets and the demands for highly skilled and intellectually agile graduates increases, the leading managers of tomorrow must not only be technically-adept in terms of mastering a wide portfolio of skills but also adaptable and innovative.

3. Programme Aims and Learning Outcomes

Programme Aims

This programme aims to:

1. Inspire and motivate learners to unlock their full potential and make a positive difference in the world of international hospitality and beyond.
2. Challenge understanding of and instil responsibility to shape a more sustainable future society.
3. Inspire future generations of leaders and entrepreneurs to create, lead, innovate, challenge and change global and local hospitality businesses for the better.
4. Develop resourcefulness, independent, reflective thinkers and lifelong learners to become successful, globally competitive leaders in their chosen professions in the hospitality industry.
5. Advance meta skills in critical thinking, research, leadership and emotional intelligence to respond to an ever-changing global 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 relevant knowledge and understanding of organisations, the external environment in which they operate and how they are managed and led.
K2	Analyse and debate theoretical and applied knowledge in the management, leadership, operation, organisation, and provision of services in the hospitality sector.

K3	Critically evaluate key management theories and successfully apply them in the management, operation, organisation and provision of hospitality businesses.
K4	Evaluate critically a wide range of approaches and techniques relevant to the strategic management of the hospitality industry.
K5	Demonstrate a critical awareness of current issues in hospitality business, leadership and management which is informed by current research and practice in the field.

Analysis and Criticality (C)

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

ID	Learning Outcome
C1	Critically evaluate the development, characteristics, issues and influences relevant to hospitality leadership.
C2	Evaluate critically a wide range of approaches and techniques relevant to the strategic management of businesses in the hospitality industry.
C3	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.
C4	Analyse and evaluate theories and models related to hospitality management and operations.
C5	Acquire and analyse data and information, including that from research sources, to evaluate their relevance and validity, and to synthesise a range of information in the context of new hospitality leadership situations.

Application and Practice (P)

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

ID	Learning Outcome
P1	Explore effective leadership strategies for hospitality businesses.
P2	Display a range of knowledge, skills and behaviours relevant to the needs of existing and future managers, executive and professionals irrespective of their sector of operation focusing on analysis and synthesis, communication and presentation skills, marketing, operations, and research and critical reasoning.
P3	Identify and manage ethical dilemmas likely to arise in leadership, research and professional practice and to formulate solutions in consultation with internal senior management, peers, clients and others.
P4	Demonstrate independent thinking and active learning techniques that challenge existing knowledge and business practices.
P5	Professionally investigate and participate in a hospitality business, leadership and management environment through practice-based research and working in the related industries.

Transferable skills and other attributes (T)

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

ID	Learning Outcome
T1	Demonstrate professional levels of competence in a broad range of skills that are relevant to the needs of future managers, executives and other professionals, irrespective of their sector of operation, especially in the areas of communication; critical thinking, analysis and synthesis; numeracy; reasoning; presentation; computing; report writing; problem solving; research; interactive and group skills.
T2	Conduct research and produce a high-quality project that includes: the ability to select, define and focus up an organisational issue at an appropriate level; develop and apply relevant and rigorous methodologies to analyse the issue, develop recommendations and logical conclusions and identify the limitations and scope of the project.
T3	Develop group and team work skills.
T4	Develop independent thinking and active learning techniques that challenge existing knowledge and business practices.
T5	Appraise the importance of different forms of communication (written, verbal, non-verbal and digital) and how and when to apply them.

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.

Normal requirements for full-time postgraduate students include a minimum 2.2 Honours in Business, Hospitality, Events or Tourism related degree. Other disciplines and a recommended 2 years relevant work experience may 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 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: BAM7032 Leadership Theories and Perspectives (20 Credits) BAM7033 Global Challenges in the Hospitality Industry (20 Credits) BAM7034 Leadership in Practice (20 Credits) BAM7038 The Hospitality Leader: The Future You (20 Credits) BAM7035 Developing Hospitality Strategy (20 Credits) BAM7036 Inclusion and Diversity in Hospitality Leadership (20 Credits) BAM7037 Hospitality Leadership Consultancy Project (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 area

6. Learning, Teaching and Assessment

Learning and teaching

MSc Hospitality Leadership 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 Leadership. 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, residential and day field trips, group and individual project work, student led seminars. Blackboard will be used to provide supportive material and to communicate with learners via announcements.

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

You can expect to receive a minimum of 12 hours of scheduled learning activities per week. This may include lectures, seminars, workshops, practical sessions, or placement hours. 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 (2023)

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)				
	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

Subject Benchmark Statement / Apprenticeship Standard:	Knowledge and understanding (K)					Analysis and Criticality (C)					Application and Practice (P)					Transferable skills and other attributes (T)					
	K1	K2	K3	K4	K5	C1	C2	C3	C4	C5	P1	P2	P3	P4	P5	T1	T2	T3	T4	T5	
<p>Application</p> <ul style="list-style-type: none"> • 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. 	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Values	x	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	
<ul style="list-style-type: none"> • A commitment to championing the values of global social responsibility, 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																					
Leadership Theories and Perspectives	X	X	X	X		X	X	X	X	X	X			X	X	X	X		X	X	X
Global Challenges in the Hospitality Industry	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X	X
Leadership in Practice	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Developing Hospitality Strategy	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Inclusion and Diversity in Hospitality Leadership	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
Hospitality Leadership Consultancy Project	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X