BA (Hons) Business Management (Tourism) Programme Handbook

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V4

Introduction to the Programme

Welcome to the BA (Hons) Business Management (Tourism) degree programme. This handbook provides you with information about the structure of your programme and a description of each of the modules that you will study.

The programme is made up of the modules listed in the table below. Each 20-credit module is equivalent to 200 hours of self-guided learning.

This programme aims to equip students with a knowledge and understanding of the key business functions and how these interrelate. They will also be given the opportunity to develop a range of generic and specialist tourism skills applicable to the contemporary business and tourism environments.

To achieve these overarching aims, students will:
- Analyse and interpret management, business and other relevant tourism related data
- Develop and evaluate effective solutions and tourism-focused plans to respond to business challenges and problems
- Develop a range of general business and tourism related skills
- Develop a critical understanding of the contemporary business and tourism environments
- Comprehend the role and purpose of organisations in the wider environment
- Explore the ethical and social responsibilities required in business and tourism operations and practice
- Evaluate the importance of technology, change management and innovation in contemporary business and tourism practice.

This programme is recognised by the Tourism Management Institute

Home - Tourism Management Institute (tmi.org.uk)

TMI supports destination management professionals throughout their career, from students to established senior practitioners. Our members are drawn from a wide variety of organisations: destination management organisations, local government, national tourist organisations, visitor attractions, consultancies and the higher education sector.

Arden University will pay for student membership in the TMI for the duration of your studies to allow you to access membership resources.

Students on the programme will also receive membership of the Institute of Travel and Tourism.

Student membership puts you on the road to becoming a professional Member - helping you to improve your career prospects.

Additional benefits include:

- Entitlement of using the post-nominal title - S.Inst.TT - after your name and on your CV

- Expand your network at the complimentary (London and regional) Network ITT and Future You events
- Boost your career prospects with the chance of winning one of the prestigious ITT Future You Awards, presented at the ITT Summer Party at the House of Commons
- Education and training hub with links to ITT partners
- Wide range of industry resources and links that will be valuable for studies
- Online and in-person events and conferences
- Career guidance for students
- Connecting the industry with education
- Exclusive discounts for ITT Members
- Free online newsletters

Arden University's Faculty of Business is also a member of the Business Graduates' Association.

Through this, students get free membership of the BGA for the duration of their studies. They will get access to a host of benefits including:

- Career Development Centre (CDC)
- Exclusive Business Impact content
- Networking and Events
- BGA Future Leaders Case Competition
- Professional Development Webinars
- Book Club
- Partner Offers
- Digital Credentials

CMI

This course is accredited by the Chartered Management Institute (CMI). The Institute aims to boost career development across the management sector and connect you with like-minded professionals across diverse sectors.

As the CMI possesses a Royal Charter, they are the only organisation in the UK that can award Chartered Manager status to their members – the gold standard in management. They are also active in business policy making across the globe and ensure that their more than 140,000 members are represented in policy decision making.

As an Arden student, you'll have free CMI Membership throughout your studies, giving you access to a range of additional resources including a mentoring service and invitations to networking events both online and offline.

Upon completion of your course, you will be eligible to gain a CMI qualification, which is offered at 3 different levels: an Award, Certificate or a Diploma. The final award you receive upon completion of your degree will depend on your level and length of study, whether you entered your course with Recognition for Prior Learning (RPL) or if you accept any compensation on your modules.

The Institute of Enterprise and Entrepreneurs (IOEE)

This course awards the IOEE Professional Diploma in Enterprise and Entrepreneurship.

The Institute of Enterprise and Entrepreneurs (IOEE) is the first learning institute dedicated to developing and recognising enterprise and entrepreneurial skills. Arden University has been recognised as an IOEE Academy and our courses are accredited. This demonstrates our commitment to enterprise and equipping students with the skills needed to set up and run their own business, work in a small enterprise, or bring entrepreneurial skills to a larger organisation.

As an Arden student, you'll receive free membership to the IOEE for a year after your graduation, giving you access to over a thousand comprehensive learning resources, including webinars, videos, leadership assessment tools, a dedicated e-learning tool, careers advice, and networking opportunities.

BA (Hons) Business Management (Tourism) Modules

Level 4

Module Code	Module Title	Credits	Module Type (Core/Optional)
BUS4009	Digital Skills & Professional Development	20	C
BUS4010	Contemporary Business Environment	20	C
BUS4011	Marketing Dynamics	20	C
BUS4012	Introduction to Business Finance	20	C
BUS4013	Technology & Innovation	20	C
BUS4014	People Management	20	C

Level 5

Module Code	Module Title	Credits	Module Type (Core/Optional)
BUS5015	Data Analytics & Management	20	C
BUS5016	Business Start-up	20	C
BUS5013	Sales Management	20	C
BUS5023	Digital & Social Media Marketing	20	C
BUS5025	Tourism Operations & Innovations	20	C
BUS5026	International Destination Management	20	C

Level 6

Module Code	Module Title	Credits	Module Type (Core/Optional)
BUS6010	Business Transformation	20	C
BUS6011	Entrepreneurship and Innovation	20	C
BUS6012	Governance, Law & Ethics	20	C
BUS6017	Independent Study	20	C
BUS6020	Tourism Crisis Management	20	C
BUS6021	Tourism Trends & Futures	20	C

Please note that modules may not be delivered in this order, please refer to the module delivery schedule on ilearn.

Arden University Assessment Regulations

Students will be assessed in accordance with the standard Arden University assessment regulations which can be found on the Arden University website http://arden.ac.uk/

Programme Specification

1. **Programme Code**	TBC	
2. **Programme Title**	BA Business Management (Tourism)	
3. **Target Award Title**	BA Business Management (Tourism) Diploma in Higher Education (Tourism) Certificate in Higher Education	
4. **Exit Award Title(s)**	Diploma in Higher Education Certificate in Higher Education	
5. **Subject area**	Business	
6. **School**	Leadership and Management	
7. **Programme Team Leader(s)**	David Harris – Level 4 Emmanuel Murasiranwa – Level 5 Ross Thompson – Level 6	
8. **Programme Type**	Specialist	

9. **Delivery Model**	DL F/T	X	BL F/T	X	Apprenticeship	
	DL P/T	X	BL P/T	X	Other	X

Where delivery model identified as 'Other' please provide details	Standalone module study	
10. **Location of delivery**	All BL centres, DL	
11. **Proposed Start date**	November 2021	
12. **Reference points**	QAA benchmark statements, business and management (2019) QAA benchmark statements, Events, Hospitality, Leisure, Sport and Tourism (2019) UK Quality Code (2018) FHEQ level 4, 5 & 6 descriptors (2014) FHEQ classification level 6 descriptor (2019)	
13. **Professional, Statutory & Regulatory Bodies (PSRB)**	Tourism Management Institute (TMI) The Institute of Enterprise and Entrepreneurs (IOEE) Chartered Management Institute (CMI) Travel and Tourism Institute (ITT)	

14. **Programme aims**
This programme aims to equip students with a knowledge and understanding of the key business functions and how these interrelate. They will also be given the opportunity to develop a range of generic and specialist tourism skills applicable to the contemporary business and tourism environments. To achieve these overarching aims, students will:

- Analyse and interpret management, business and other relevant tourism related data
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15. Programme Entry Requirements

To be eligible for our BA (Hons) Business Management (Tourism) applicants must have either:

- Passes in two subjects at GCE A-Level or equivalent, plus passes at grade C or above in three subjects at GCSE level or equivalent

- For students whose English is not their first language, IELTS 6.0 (no less than 5.5 in any element); or TOEFL iBT 80; or equivalent

Arden will consider an application from applicants if they can demonstrate appropriate work experience.
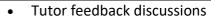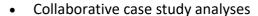
16. Graduate Attributes:

The concept of the Arden University Graduate based upon the definition of "graduate attribute" by Bowden et al (2000) has been developed around 6 attributes:

01 Discipline Expertise
02 Effective Communication
03 Responsible Global Citizenship
04 Professional Skills
05 Reflective Practitioner
06 Lifelong Learning

The Means by which Graduate Attributes are Achieved and Demonstrated

1 - Discipline Expertise: achieved through and demonstrated through:
- Gathering, sharing, and consolidating relevant theory via self-study, peer to peer exchanges and discussions, tutor feedback, case study analyses, independent study, and practical applications
- Drafting, constructing, and commenting upon business documents and applications
- Adopting a research informed approach to learning, assessments, and individual and collaborative exercises

2 - Effective Communication: achieved and demonstrated through:
- Participation in team-based activities and tasks
- Online collaborative exercises, discussions, and presentations
- Peer to peer exchanges and feedback

- Tutor feedback discussions
- Collaborative case study analyses

3   Responsible Global Citizen: achieved and demonstrated through:
- Identifying regulatory and ethical issues applicable to accounting and finance
- Reflecting upon "best practice" approaches and strategies
- Evaluating accepted business practice, codes of conduct and protocols
- Exploring international case studies

4   Professional Skills: achieved and demonstrated through:
- Drafting, constructing, and commenting upon business "work products," systems and policies
- Participating in "mock" business practices and situations including role plays and business simulations
- Critiquing own outputs and assessments
- Diagnosing business problems

5 – Reflective Practitioner: achieved and demonstrated through:
- Reflecting upon exercises and tasks
- Reflecting upon case studies and business simulations
- Formulating PDPs and personal SWOT analyses

6 – Lifelong Learning: achieved and demonstrated through:
- Developing a foundational knowledge of developments in business and management
- Developing a personal development plan (PDP) and career strategy

17. **Learning, teaching and assessment methods and strategies**

The programme draws upon an eclectic mix of teaching methods and assessment strategies. Teaching strategies and assessments methods are based around blended and online interventions.

Learning and Teaching
In line with Arden University's "digital first" teaching focus, interventions are enriched and enhanced by the deployment of a range of digital assets including: specialist software, simulations, discussion fora, social media channels, collaborative tools, webinars and e-presentation software.

Teaching is designed to engage and inspire students via a range of innovative activities and retains a "real world" focus using interventions such as contemporary case studies and industry data sets.   Teaching is largely student led; students are expected to take ownership of their own learning journeys, reflect upon the teaching interventions, datasets, case and study materials and act upon tutor feedback as they develop their knowledge of and skills in business management.

Teaching activities may require students to work both collaboratively and individually, analyse case studies, participate in simulation exercises, devise solutions to "real world" problems by producing "work products", exchange peer to peer feedback and reflect upon their own work experiences (where applicable).   Teaching is enriched by a programme of industry guest lectures.

Assessment

The assessment strategy similarly centres on a strong alignment with real world organisational and business practice and embraces a range of assessment methods including work related products, presentations, report writing and group assignments.   Students are expected to apply knowledge and theory explored in the modules and produce assessments that simultaneously focus on real business situations and indicate the requisite levels of academic rigour required at levels 4 – 6.

The programme culminates in the submission of the independent study assessment that builds upon content examined and skills developed in the taught modules.

18. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
Learning outcomes	**The means by which these outcomes are achieved**	**The means by which these outcomes are assessed**
At the end of this course you, the student, will be able to:		
1. Identify the key skills, technologies and competencies required to lead and manage in the contemporary organisational and tourism environments.	Through an integrated learning and teaching pedagogy that includes both asynchronous and synchronous activities drawing upon a range of academic and professional body source materials; students thus have multiple opportunities to gather knowledge of core concepts. (LOs 1, 2,3, 4, 5, 6, 8, 9, 10) (GA1)	**Formative Feedback – informal** Students will have multiple informal opportunities to receive formative feedback as they navigate the programme. The Arden virtual learning environment (VLE) is highly interactive and features embedded tools to facilitate peer to peer and student to tutor discussion opportunities, examples include discussion fora, interactive exercises and activities, self-assessment tools and reflective activities. (LOs 1-10) (GAs 1 – 5)
2. Analyse external organisational environments and influences.	Throughout the programme, the student is encouraged to develop intellectual skills further by undertaking further independent study and research, i.e., in addition to "directed study" and learning. (LOs 1, 2, 3, 4, 5, 6, 8, 9, 10) (GA5,6)	
3. Identify and evaluate the contributions of the key business functions in a range of contexts.		
4. Develop a critical understanding of the role and purpose of organisations and how they relate and interact with the wider tourism environment.	Analysis of real-world cases; using diagnostic skills to evaluate business and organisational performance and effectiveness. (LOs 2, 3, 4, 5, 6, 8, 9, 10) (GA4,6)	**Formative opportunities – formal** As well as the plentiful opportunities for informal feedback, formative occasions will also be scheduled:
5. Identify and assess relevant and robust business solutions to meet the challenges presented	Independent and directed student study, supported throughout by comprehensive classroom based and online multi-media teaching materials, activities, simulations, and resources. (LOs 1, 2, 3, 5 6, 8, 9, 10) (GA1)	Students will be given opportunities

by the contemporary business and tourism environments.	Discussion in class and online forums where students discuss and critically engage with themes emerging from the materials they learn from; this might include business problems, case studies, simulations, datasets, and industry reports. (LOs 1, 2,3, 4, 5, 6, 8, 9, 10) (GA2,4)	to share draft sections of assessments with tutors and (in some modules) peers to garner feedback and guidance. This feedback can then be incorporated in submissions for the summative assessments. Students may also be able to draft plans and outlines for assessment items and receive tutor and peer feedback in a similar manner.
6. Apply and evaluate academic theories to a range of business contexts, challenges, and situations.		
7. Develop a set of generic "life" skills including, self-awareness and management, research, argumentation, numeracy, critical thinking, and analytical ability.	Problem solving and diagnostic skills are developed throughout the programme by formative assessment tasks including problem analyses, drafting business documents and reports, analysing case studies, ethical dilemma exercises, data analyses and self-assessments. (LOs 2, 5, 6, 8, 9, 10) (GA1, 4, 5)	(LOs 1-6, 9, 10) (GAs 2, 5)
8. Understand and evaluate the importance of corporate social responsibility, global citizenship, and risk management in contemporary business and tourism management.	Engaging in reflection on study activities such as: feedback (peer and tutor), cases, academic texts and articles, activities, and simulations. Practical business skills are further developed and integrated through a series of in-class and online activities intended to test practical ability, these can include group forums and activities, drafting business documentation, engaging in simulation exercises and informal peer assessment (LOs 4, 7, 8, 9, 10) (GA5)	The virtual learning environment (VLE) enables students to engage in targeted online discussions relating to specific aspects of the programme modules, for example, examining ethical considerations, business risks and social responsibility. Students are encouraged to not just post discussion items in the relevant fora but also to ensure they comment on posts uploaded by their peers. (LOs 1-6, 9, 10) (GAs 2, 5)
9. Critically analyse tourism challenges from a range of perspectives including consumers, suppliers, governments and intermediaries.		
10. Apply and evaluate tourism specific concepts and theories in a range of tourism contexts, challenges and situations, including crisis management.	Group discussions and exercises in class and on the online forum promoting argumentation, listening, leadership and team working skills.	

GA1 Discipline Expertise Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change GA2 Effective Communication Effectively communicate both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate. GA3 Responsible Global Citizenship Understand global issues and their place in a globalised economy, ethical decision-making, and accountability. Adopt self-awareness, openness, and sensitivity to diversity in culture GA4 Professional Skills Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment.	(LOs 5, 7, 9, 10) (GA1, 2, 4) Considering employability and career development options, strategies, and challenges by conducting self-audits, personal SWOT analyses and developing personal development plans. (LOs 1, 7, 8) (GA3, 5, 6)	Students will have access to academic staff in all the modules they study. These staff include subject matter experts (lecturers) and study support tutors. Students are invited to attend synchronous learning activities relating to both these areas (academic content and study support) including online lectures, guest lectures, webinars, and other activities. They will also have opportunities to arrange one to one meeting, normally conducted via video conferencing software, where they can discuss specific areas of concern with the tutor(s). (LO1- 10; GA2, 3). Where the summative assessment diet includes time constrained assessments (TCAs), students will have opportunities to practice "mock" style TCA questions and receive tutor feedback before the summative events. (LOs 2-6, 8) (GAs 1 – 4) Other summative assessments used on the programme include:

GA5 Reflective Practitioner Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions. GA6 Lifelong Learning Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.		Reflecting on development (GA5-6) Producing "work type products" (LOs 1,2,5) (GAs 1-4) Case study analyses (LOs 1 -5, 9, 10) (GAs 3,4) Individual presentations (LOs 1, 2, 5, 9, 10) (GAs 2,4) Group assignments and presentations (LOs 1, 2, 5) (GAs 2,4) Reflections (LOs 2,3,4, 7,8) (GA5)

19. Summary of modules and mapped programme learning outcomes

Level	Module title	Module type Compulsory (C) or Optional (O)	Identified pinned modules	LO 1	LO 2	LO 3	LO 4	LO 5	LO 6	LO 7	LO 8	LO 9	LO 10	GA1	GA2	GA3	GA4	GA5	GA6
L4	Digital Skills & Professional Development	C	P	X		X				X									X
	Contemporary Business Environment	C	P		X	X		X	X							X			
	Marketing Dynamics	C			X	X	X		X							X			
	Introduction to Business Finance	C		X			X			X							X		
	People Management	C		X		X		X	X									X	
	Technology & Innovation	C		X	X			X		X				X					
L5	Data Analytics & Management	C	P	X	X	X		X		X				X					
	Business Start-up	C	P	X	X	X	X	X		X					X				
	Sales Management	C		X	X	X	X	X									X		
	Digital & Social Media Marketing	C			X	X	X	X		X				X					

	Tourism Operations and Innovation	C		X	X	X	X	X		X	X	X					
	International Destination Management	C			X		X	X	X	X	X	X			X		
L6																	
	Business Transformation	C	P	X	X	X	X	X	X			X					
	Entrepreneurship & Innovation	C	P	X	X	X	X	X	X	X				X			
	Corporate Governance, Law & Ethics	C		X			X	X		X	X				X		
	Independent Study	C		X	X	X	X	X	X	X	X	X	X				X	X
	Tourism Crisis Management	C		X	X	x	X	X	X	X	X	X	X		X			
	Tourism Trends & Futures	C		X	X	X	X			X	X	X			X			