Hospitality and International Tourism Management

Final award: BA
Intermediate awards available: Cert HE, Dip HE
UCAS code: NVNV
Details of professional body accreditation: Institute of Hospitality (pending)
Relevant QAA Benchmark statements: Hospitality, Leisure, Sport and Tourism; General Business and Management
Date specification last up-dated: September 2013

Alternative locations for studying this programme

<table>
<thead>
<tr>
<th>Location</th>
<th>Which elements?</th>
<th>Taught by UEL staff</th>
<th>Taught by local staff</th>
<th>Method of Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compass College, Hong Kong - recruitment is currently suspended at this partner</td>
<td>Single Honours Level 3 top up only with restrictions on optional modules</td>
<td>No</td>
<td>Yes</td>
<td>Full-time and Part-time</td>
</tr>
<tr>
<td>AKMI Metropolitan College, Athens and Thessaloniki, Greece</td>
<td>Single honours programme only with restrictions on the availability of option modules</td>
<td>No</td>
<td>Yes</td>
<td>Full-time and part-time in the Greek language</td>
</tr>
</tbody>
</table>

Profile

ENTRY REQUIREMENTS

For admission to undergraduate business and management programmes, applicants normally need to have either:

- 280 Tariff points with at least two A2 passes or equivalent
- 25 points (pass) International Baccalaureate
- Pass in a recognised Access Course or International Foundation Programme

In addition to the above, we require GCSE Maths and English grade C or equivalents, unless competency is part of the qualification gained.

We also welcome mature student applicants with relevant professional qualifications, and these will be dealt with on an individual basis and may require an interview.
In the case of applicants whose first language is not English, then an IELTS score of at least 5.5 (or equivalent) is required. International qualifications will be checked for appropriate matriculation to UK Higher Education undergraduate programmes.

Students that apply to enter Year 2 or 3 of the programme may be admitted through normal Accreditation of Experiential Learning (AEL) or Accreditation of Certificated Learning (ACL) processes, or through an approved articulation agreement.

ENTRY REQUIREMENTS - AKMI Metropolitan College

Entry Requirements for students wishing to study at AKMI Metropolitan College, Athens and Thessaloniki, Greece:

- For students entering level 1 - the Greek Secondary School diploma (Apolytirion of Lykeio) with particular attention given to subject specific modules.

- Non-Greek nationals who have obtained this qualification through attendance in the Greek schooling system are eligible for admission on the same basis as Greek nationals.

- Greek nationals who have been schooled overseas may be admitted to the programme on demonstrating that:
  - They hold a qualification recognised by UEL for admission to undergraduate programmes in business.
  - They have demonstrated command of the Greek language through possession of an appropriate qualification recognised by the Greek educational authorities.

ABOUT THE PROGRAMME

What is Hospitality and International Tourism Management?

The Hospitality and International Tourism Management programme provides an understanding of the nature and role of hospitality and tourism as a major global activity which makes significant contributions to the economies of developed, emerging and less developed countries. According to the World Travel and Tourism Council (WTTC) approximately 1 billion international arrivals result in US$ 1.1 trillion export earnings globally each year, generating 100 million direct and 160 million indirect employment. In many developed countries including the United Kingdom, the United States, Japan and France, tourism is recognised as an economic activity that contributes significantly to national GDP. Many developing countries such as the Maldives, Seychelles and Namibia rely on tourism for their economic development.

The hospitality industry alone employs 1.9 million people (in Britain) and is shaking off its image of long hours and poor pay. It is an exciting industry to work in and recent research by the Hotel Catering and International Management Association showed that 93% of employees were happy in their jobs. The career opportunities are extensive and vary across industry sectors. These include; hotels, pubs, clubs and bars, restaurants, cruise liners, contract catering, retail outlets, fast food restaurants and many more. Within each of these sectors graduates can work in the traditional and exciting operational departments of
accommodation and food and beverage or move into supporting departments such as marketing, human resources and finance.

To understand and evaluate tourism’s contribution to the economy and society as a whole the programme explores the diversity of tourism and its sub-sectors, for example accommodation, attractions, transport, hospitality and travel agents. It employs an array of literature from multiple disciplines including business, management, economics, social sciences and geography to examine business management principles for tourism destinations as well as public, private and not-for-profit organisations that contribute to the provision of tourism.

**Hospitality and International Tourism Management at UEL**

The programme delivered at UEL’s Docklands campus differs from similar programmes offered elsewhere in several ways.

First, the programme is delivered by a dedicated and enthusiastic team of permanent and guest lecturers who are experts in their fields. They draw on their experience from a wide range of countries and some continue to work in the tourism sector.

Second, our students come from a variety of ethnic backgrounds which enhances classroom discussion and interaction as they contribute their views and experiences from a wide range of countries and cultures.

Third, in addition to discussing the overarching guiding principles and practice of hospitality and tourism management students will be exposed to their application in specific growth sectors such as cultural tourism and sports and event tourism.

Fourth, the programme is taught at the Royal Docks Business School’s state-of-the-art Docklands Campus within easy reach of the City of London and Canary Wharf. This gives us the opportunity to incorporate field trips to tourism facilities that cater for local, regional, national and international tourists as well as taking advantage of the School’s location in the vicinity of several tourism-related developments such as London City Airport, the ExCel exhibition centre, the O2 arena and the Olympic Park.

Fifth, students are able to gain international experience and exposure through our study abroad programmes in Europe, Asia and the Americas.

**Programme structure**

The BA (Hons) Hospitality and International Tourism Management is offered as a Single Honours, Joint, Major or Minor award and is normally completed in three years full-time study. A part-time option over four-and-a-half to five years is also available for UK/EU students but only few modules are taught in the evening. It is possible to switch between full-time and part-time mode, subject to timetabling constraints, although it is recommended that students speak with the school in depth about this due to the change in funding. At our overseas partners students will need to refer to their institution to check which modes of study are available to them. Please also note that overseas partners only offer single honours programmes. At our collaborative partner Compass College, Hong Kong, the programme is offered only full time level
3 direct entry. Compass College also offer 3 programme start points: September; January and April, where 2 modules are taught per semester for a duration of 12 months.

In line with all RDBS undergraduate degrees, students undertake eighteen 20 credit modules to complete their degree. A small number of modules are shared with related business degrees such as Events Management, broadening the student experience and knowledge base by exposing students to new and alternative viewpoints in related fields of study.

The core modules introduce, evaluate and discuss management principles that are applied to the context of hospitality and tourism and are founded in the literature pertaining to several relevant disciplines, such as business, economics, geography and social sciences. Optional modules including, work-based learning, languages, a project and other business and management subjects are available in Years 2 and 3.

The programme incorporates a range of field trips, guest speakers and case studies that highlight the practical application of the theoretical concepts covered in class. To further students’ skills in the workplace, an optional placement of 9-12 months’ duration is available between Years 2 and 3.

Details of the programme structure for Single Honours students are outlined below. Details for Combined Honours students can be found in the section ‘What you will study when’.

**Level 1**

Understanding Hospitality

The Business Environment for Tourism and Events

Tourism Marketing

Skills for Tourism, Hospitality and Entertainment Management

Understanding International Tourism

Introduction to Accounting and Finance for the Cultural Industries

**Level 2**

Sustainable Tourism Management

Hospitality Management for Tourism and Events

Financial Planning for the Cultural Industries

Research in Business and Management

Entertainment Law for Events

**Level 3**

Hospitality Service Enhancement
Sports and Event Tourism

Critical Issues in Hospitality

Tourism Development & Destination Planning

The Business Professional

Option (students will receive advice on recommended options)

**Learning environment and Docklands**

The programme is delivered at our Docklands campus. At Docklands you can take advantage of our modern lecture theatres and seminar rooms, contemporary and well-stocked library and wireless networking facilities. We will teach you how to maximise your potential and benefit from these powerful resources. Student learning is supported by our virtual learning environment which has the added benefit of improving your technology skills.

We take great pride in assisting you to develop your academic and professional skills including researching, professional writing, team working and presentation techniques. Our programme encourages you not only to develop theoretical knowledge about tourism planning, development and management but we also emphasise the practical application of that knowledge. Therefore we offer a range of field trips, invite industry guest speakers and discuss case studies to truly base your learning in the ‘real world’ so that you can demonstrate a broad range of skills when you enter employment.

We also provide the opportunity to add an international dimension to your degree. You can choose to study for one semester in Europe, Asia or the Americas as part of your degree and gain first-hand experience in a foreign learning and work environment.

**Assessment**

A range of assessment methods will be used to evaluate students’ learning and progress on the programme. The majority of assignments will be completed individually but some group work will also be undertaken to simulate the requirements of the work environment. Assessment formats include exams, presentations, reports, essays, case analyses, business plans, critical reviews of academic literature and business reports, and moderated online discussions.

Each module is assessed separately, and assessment requirements and marking criteria are communicated to students at the start of each module.

**Work experience/placement opportunities**

Students have the opportunity to undertake a placement year between Years 2 and 3. They can also choose to undertake a work-based learning module as an option at Level 3.

**Project work**
In the final year of study, students have the opportunity to undertake a research project under the supervision of a member of staff. This allows them to produce an extended piece of work that is based on independent research in an area that is of particular interest to the student.

**Added value**

The programme incorporates a distinctive skills curriculum that is specifically designed to develop your skills for work and life and to improve your employment prospects after graduation.

To further enhance your attractiveness to future employers, you have the opportunity to obtain academic credits for practical work in a tourism-related workplace.

You can choose to learn a foreign language and/or study overseas for one semester.

We take advantage of our location in East London and encourage you to apply your knowledge of tourism on field trips in a city that attracts over 25 million domestic and international tourists every year and in an area of urban regeneration that hosts key sites such as the Olympic Park, the Excel exhibition centre and the O₂ arena.

You will discuss current issues of hospitality and tourism planning, development and management in the UK and beyond with students from a wide range of cultural backgrounds under the guidance of lecturers and tutors who have worked in various countries.

You benefit from extensive library resources that are available 24 hours a day, 7 days a week onsite and online.

**IS THIS THE PROGRAMME FOR ME?**

**If you are interested in .......**

- the management of hospitality facilities, tourism sites, destinations and businesses
- the influence of tourism on economic development, social change and the environment
- the role of tourism and hospitality for urban and regional regeneration
- how hospitality services, and tourism sites and destinations are marketed and displayed
- providing and managing quality in the service industry

**If you enjoy....**

- the challenges of understanding, synthesising and applying ideas, models and principles from a range of different disciplines;
- the challenge of reading, evaluating and discussing concepts, theories and practical applications from different subject areas, such as operations, marketing, sustainability, planning, human resources and customer service
- listening to and working with others
- finding viable solutions to business problems
• communicating and working with people from different countries and cultural backgrounds
• evaluating interactions and relationships between public, private and not-for profit organisations

If you want....

• to work in a global industry that offers opportunities for cultural exchange and be prepared to find employment in tourism in the public, private or not-for profit sector, then this programme is for you.
• to combine Hospitality and International Tourism Management with another programme, please see the UEL Combined Honours site at http://www.uel.ac.uk/combined/programmes/index.htm for details. International Tourism Management can be combined as a Major, Joint or Minor programme, subject to availability and timetabling. Typical combinations include Event Management, Human Resource Management, International Politics, Sociology and Journalism.

Your future career

The Hospitality and International Tourism Management programme is designed to support future careers in the hospitality, tourism and leisure sectors. The programme provides a broad understanding of tourism and the opportunity to focus on specific areas including cultural tourism, hospitality and events management, destination development and planning, and customer service enhancement. It prepares graduates for employment in a wide range of public, private and not-for profit organisations in hospitality, tourism and related industries such as culture, sport, events and leisure.

Hospitality and tourism are recognised globally as one of the largest industries and is expected to continue to grow in the future, thus offering many job opportunities in the UK and abroad ranging from managers, researchers and marketers to planners, agents and consultants.

How we support you at UEL Docklands

1. Academic

• A personal tutor will be allocated to you for the duration of your degree who can advise you on academic and personal development matters.

• Module leaders and seminar tutors provide feedback on your progress in each module to assist with your learning.

• The programme leader can help if you have any programme-related issues.

• The subject librarian is available for any queries regarding the use of library resources for your research and can advise you on locating sources for relevant materials.

• The student representatives who study Hospitality and International Tourism Management in the same year as you can raise any concerns regarding the programme or individual modules with the teaching team on behalf of your student cohort.
2. **Administrative**

- The staff at the Royal Docks Business School Helpdesk will be able to answer the queries you may have about the operation of your degree
- The Student Services team can assist with financial matters, health and wellbeing as well as offering support for students with a disability.

3. **Employability:**

- The School offers a range of opportunities to engage with industry through its lecture series.
- The Royal Docks Business School offers a mentoring scheme where you can benefit from the experience of a personal business mentor.
- Our employability team will recommend opportunities for work placements and volunteering positions, assist with writing your CV and advise you on your interview skills and technique.

**Bonus factors**

**The Docklands Campus**

The Royal Docks Business School is located at our state of the art Docklands campus near London City Airport and the ExCel exhibition centre. The campus boasts a large range of brand new student facilities including modern lecture theatres, IT labs and library.

**Library**

Our library is open 24 hours a day, 7 days a week during the semester, allowing you to undertake your guided and independent research and reading when it is most suitable for you. We hold a wide range of Tourism, Hospitality, Events and Business and Management journals that enable you to engage with relevant materials for your degree and beyond, thus supporting you in developing an extensive knowledge base. Many of the Hospitality and Tourism journals and books are available electronically, so that you do not have to rely on hardcopies being available to borrow from the library and you can undertake your studies from home or anywhere you have access to the internet.

**Field Trips - Not applicable to overseas partners**

Many modules offered on the programme will include a range of field trips to tourist sites in and around the London area. These trips will be used to highlight aspects of management practice and serve as examples of the application of tourism related concepts. As London is a popular destination for visitors from the UK and abroad, you will be able to experience and discuss issues that are relevant for domestic and international tourism.

**Study Abroad- Not applicable to overseas partners**

During your second year you can study in Europe, Asia or the Americas. We have links to universities that offer their programmes in English and you will study modules which we have previously agreed. The grades obtained abroad will count towards your degree classification at UEL.
Programme aims and learning outcomes

What is this programme designed to achieve?

This programme is designed to give you the opportunity to develop:

- a clear understanding of the dynamics and complexity of the hospitality and tourism industry and its sub-sectors,
- your critical thinking skills so you can utilise your knowledge of sustainable development and hospitality management principles and practice to hospitality operations and facilities, tourism organisations and destinations,
- your transferrable and practical skills to enable you to confidently apply your understanding of tourism in your workplace to solve management problems,
- the knowledge and skills required to secure employment in a hospitality or tourism organisation in the public, private or not-for-profit sector in the UK or abroad, or to proceed to further study within the academic community.

What will you learn?

All learning outcomes are covered in the programme’s single honours route and where Maj, J and/or Min is shown against a learning outcome, this confirms that the learning outcome is covered in the Major, Joint and/or Minor routes offered.

Knowledge

You will be able to

- understand and comment on key business principles as they relate to the sustainable development and management of tourism organisations and destinations (Maj.).
- recognise and consider the diversity of disciplines that influence management theory and practice in hospitality and tourism (Maj, J, Min).
- appreciate and reflect on the changing business environmental in which hospitality and tourism organisations and destinations operate (Maj, J, Min).
- appreciate the critical issues in hospitality (Maj, J, Min).

Thinking skills

You will be able to

- critically evaluate the relevance of diverse theories and concepts for the management of businesses that provide for Hospitality, Leisure and non-leisure tourism (Maj, J, Min).
- apply these theories and concepts in practical management situations (Maj, J, Min).
- compare, contrast and evaluate management and marketing principles employed by different types of hospitality and tourism businesses and organisations (Maj).
- analyse, evaluate and apply theories and models related to hospitality management and operations (Maj, J, Min).

Subject-Based Practical skills
You will be able to

- identify and interpret sources of information that will assist you in solving business problems and making management decisions (Maj, J, Min).
- critically evaluate challenges and opportunities to develop and manage a sustainable tourism organisation or destination (Maj).
- design effective management strategies for hospitality and tourism organisations in the public, private and not-for-profit sector (Maj, J, Min).
- develop and justify a feasible business plan for a tourism or tourism organisation (Maj)
- apply financial planning and budgeting skills that assist managers in their investment decisions (Maj, J, Min)

**Skills for life and work (general skills)**

You will be able to

- identify gaps in your own knowledge and proactively undertake steps to fill these (Maj, J, Min)
- identify, interpret and synthesise a range of theoretical and empirical data to develop a sophisticated and reasoned argument (Maj, J, Min).
- undertake independent research and make practical recommendations based on the evaluation of different data sources (Maj, J, Min).
- communicate effectively in written and oral form to specialist and non-specialist audiences (Maj, J, Min).

**The programme structure**

**Introduction**

All programmes are credit-rated to help you to understand the amount and level of study that is needed.

One credit is equal to 10 hours of directed study time (this includes everything you do e.g. lecture, seminar and private study).

Credits are assigned to one of 5 levels:

- **0** equivalent in standard to GCE 'A' level and is intended to prepare students for year one of an undergraduate degree programme
- **1** equivalent in standard to the first year of a full-time undergraduate degree programme
- **2** equivalent in standard to the second year of a full-time undergraduate degree programme
- **3** equivalent in standard to the third year of a full-time undergraduate degree programme
M equivalent in standard to a Masters degree

Credit rating

The overall credit-rating of this programme is 360 credits.

Typical duration

The expected duration of this programme is three years when attended in full-time mode or four-and-a-half to five years in part-time mode. It is possible to move from a full-time mode of study to a part-time mode of study and vice-versa, to accommodate any external factors such as financial constraints or domestic commitments. Many of our students make use of this flexibility and this may impact on the overall duration of their study period.

How the teaching year is divided

The teaching year begins in September and ends in June but some programmes also allow students to join at the start of Semester B, in February.

A typical student, in full-time attendance mode of study, will register for 120 credits in an academic year. A student in a part-time mode of study may register for up to 80 credits in any academic year.

What you will study when

This programme is part of a modular degree scheme. A student registered in a full-time attendance mode will take six 20 credit modules (or fewer, if any are 40 credit modules) per year. An honours degree student will complete modules totalling 120 credits at level one, modules totalling 120 credits at level 2 and modules totalling 120 credits at level 3.

It is possible to bring together modules from one field with modules from another to produce a combined programme. Subjects are offered in a variety of combinations:

Single 120 credits at levels one, two and three
Major 80 credits at levels one, two and three
Joint 60 credits at levels one, two and three
Minor 40 credits at levels one, two and three.

<table>
<thead>
<tr>
<th>LEVEL TITLE</th>
<th>MODULES</th>
<th>CREDITS</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SINGLE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAJOR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOINT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MINOR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modules</td>
<td>Credits</td>
<td>Type</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------</td>
<td>--------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>1 Understanding Hospitality</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>1 The Business Environment for Tourism and Events</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>1 Skills for Tourism, Hospitality and Entertainment Management</td>
<td>Y</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>1 Tourism Marketing</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>1 Understanding International Tourism</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>1 Introduction to Accounting and Finance for the Cultural Industries Regulatory Frameworks</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>2 Sustainable Tourism Management</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>2 Entertainment Law for Events</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>2 Research in Business and Management</td>
<td>Y</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>2 Hospitality Management for Events and Tourism</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>2 Financial Planning for the Cultural Industries</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>2 Tourism, Innovation and Enterprise</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>3 International Tourism Development &amp; Planning</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>3 Hospitality Service Enhancement</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>3 The Business Professional</td>
<td>Y</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>3 Sports and Event Tourism</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>3 Critical Issues in Hospitality</td>
<td>20</td>
<td>Core</td>
<td></td>
</tr>
<tr>
<td>3 Project</td>
<td>20</td>
<td>Option</td>
<td></td>
</tr>
<tr>
<td>3 Strategic Management</td>
<td>20</td>
<td>Option</td>
<td>University-wide option</td>
</tr>
<tr>
<td>3 Work-based learning</td>
<td>20</td>
<td>Option</td>
<td></td>
</tr>
<tr>
<td>3 Attraction Management</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Modules are defined as:

- **Core**: Must be taken
- **Option**: Select from a range of identified module within the field - Not all options are available at overseas partners
- **University Wide Option**: Select from a wide range of university wide options - Not applicable to overseas partners
The following are the core and optional requirements for the single, major, joint and minor routes for this programme.

**The Skills Modules listed in the Joint Route are Core, unless the equivalent Skills Modules are taken in your other combined subject.**

**Requirements for gaining an award**

In order to gain an honours degree you will need to obtain 360 credits including:

- A minimum of 120 credits at level one or higher
- A minimum of 120 credits at level two or higher
- A minimum of 120 credits at level three or higher

In order to gain an ordinary degree you will need to obtain a minimum of 300 credits including:

- A minimum of 120 credits at level one or higher
- A minimum of 120 credits at level two or higher
- A minimum of 60 credits at level three or higher

In order to gain a Diploma of Higher Education you will need to obtain at least 240 credits including a minimum of 120 credits at level one or higher and 120 credits at level two or higher.

In order to gain a Certificate of Higher Education you will need to obtain 120 credits at level one or higher.

In order to gain an Associate Certificate you will need to obtain a minimum of 20 credits at level one or higher.

In order to gain a Foundation Degree you will need to obtain a minimum of 240 credits including:

- A minimum of 120 credits at level one or higher
- A minimum of 120 credits at level two or higher

(A Foundation degree is linked to a named Honours degree onto which a student may progress after successful completion of the Foundation degree)

**Further information**

**Teaching, learning and assessment**

**Teaching and learning**

Knowledge is developed through

- Class participation
• Guided, directed and general reading
• Guided and independent primary and secondary research

Thinking skills are developed through

• Preparation of tasks for lectures, seminars and workshops
• Seminar discussions
• Group work and peer learning
• Online discussions on set topics
• Completion of written and oral assignments

Practical skills are developed through

• Case study analysis
• Problem solving exercises
• Use of information technology

Skills for life and work (general skills) are developed through

• Developing and defending ideas and arguments in class and assessments in different formats including essays, reports and presentations
• Managing time by meeting deadlines for ongoing work throughout the semester and assignments

Assessment

Assessments may be conducted individually or in groups.

<table>
<thead>
<tr>
<th>Assessment Type</th>
<th>Knowledge is assessed by</th>
<th>Thinking skills are assessed by</th>
<th>Practical skills are assessed by</th>
<th>Skills for life and work (general skills) are assessed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Essays</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Reports</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Critical review of academic literature and business documents</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Business plan</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Presentations</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Case Study Analyses</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Guided and moderated online discussion</td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

How we assure the quality of this programme
Before this programme started

Before this programme started, the following was checked:

- there would be enough qualified staff to teach the programme;
- adequate resources would be in place;
- the overall aims and objectives were appropriate;
- the content of the programme met national benchmark requirements;
- the programme met any professional/statutory body requirements;
- the proposal met other internal quality criteria covering a range of issues such as admissions policy, teaching, learning and assessment strategy and student support mechanisms.

This is done through a process of programme approval which involves consulting academic experts including some subject specialists from other institutions.

How we monitor the quality of this programme

The quality of this programme is monitored each year through evaluating:

- external examiner reports (considering quality and standards);
- statistical information (considering issues such as the pass rate);
- student feedback.

Drawing on this and other information, programme teams undertake the annual Review and Enhancement Process which is co-ordinated at School level and includes student participation. The process is monitored by the Quality and Standards Committee.

Once every six years an in-depth review of the whole Subject Area is undertaken by a panel that includes at least two external subject specialists. The panel considers documents, looks at student work, speaks to current and former students and speaks to staff before drawing its conclusions. The result is a report highlighting good practice and identifying areas where action is needed.

The role of the programme committee

This programme has a programme committee comprising all relevant teaching staff, student representatives and others who make a contribution towards the effective operation of the programme (e.g. library/technician staff). The committee has responsibilities for the quality of the programme. It provides input into the operation of the Review and Enhancement Process and proposes changes to improve quality. The programme committee plays a critical role in the quality assurance procedures.

The role of external examiners

The standard of this programme is monitored by at least one external examiner. External examiners have two primary responsibilities:

- To ensure the standard of the programme;
- To ensure that justice is done to individual students.
External examiners fulfil these responsibilities in a variety of ways including:

- Approving exam papers/assignments;
- Attending assessment boards;
- Reviewing samples of student work and moderating marks;
- Ensuring that regulations are followed;
- Providing feedback through an annual report that enables us to make improvements for the future.

**Listening to the views of students**

The following methods for gaining student feedback are used on this programme:

- Module evaluations
- Student representation on programme committees

Students are notified of the action taken through:

- circulating the minutes of the programme committee
- notifications on the programme site in the Virtual Learning Environment

**Listening to the views of others**

The following methods are used for gaining the views of other interested parties:

- Annual student satisfaction questionnaire*
- The Royal Docks Business School Advisory Board*

*Not applicable to the delivery by Compass College, Hong Kong.

**Further information**

**Where you can find further information**

Further information about this programme is available from:

- The UEL web site (http://www.uel.ac.uk)
- The programme handbook
- Module study guides (Moodle)
- UEL Manual of General Regulations  http://www.uel.ac.uk/qa/
- UEL Quality Manual http://www.uel.ac.uk/qa/
- Regulations for the Academic Framework http://www.uel.ac.uk/academicframework/
- UEL Guide to Undergraduate Programmes
- Royal Docks Business School web pages (http://www.uel.ac.uk/business/ )