

MA International Business Management/Hospitality

Autumn semester

Business Research and Study Skills – (Both Management and Hospitality)

The business research and study skills module aim to further develop students' research and study skills necessary for the successful completion of the postgraduate modules and their assessments. This module will provide students with advanced resources that allow them to critically appraise and question 'evidence' at a number of levels, and the module is designed to give a better understanding of the assumptions and practices that drive research designs at a postgraduate level. It also addresses analytical and critical thinking and includes the acquisition and analysis of qualitative and quantitative data appropriate to a Masters level degree. The module encourages in depth exploration of research literature to give students a 'technical' understanding of how the evidence is produced and critically evaluated and explore the robustness and limitations of theory and its application.

It also prepares students for undertaking a major project, the independent dissertation, which requires students to conceive, justify, design in detail and execute a major international business project. The module develops students' understanding of the requirements of postgraduate study and the skills and abilities required for their successful completion. There is a focus on the development of good academic practice of critical reading, writing and analysis. The module facilitates the development of evaluation, interpretation and analysis skills. It is designed to enable students to confidently design, implement and review research projects in international management.

The aims of the module are to develop critically informed and resourceful graduates in international business who can:

- Development of postgraduate academic and research skills
- Understanding of skills and abilities required for postgraduate study
- Understanding of postgraduate research skills
- Critical thinking, reading, writing and analysis at an advanced level
- Ability to undertake independent study at an advanced level
- Ability to critically evaluate research methods through the development of understanding the philosophical, practical and ethical concepts of research.

Assembling and Managing High Performance Teams across Cultures (Both Management and Hospitality)

This module aims to provide students with a rigorous framework of knowledge and understanding relating to people management and development, necessary for working in a managerial role in an international business setting. The module seeks to help students familiarise with major contemporary research evidence on employment and effective approaches to human resource and development practice. The module explores the links between people management practices and positive organisational outcomes. This is set within the framework of international theory and practice in the fields of leadership, flexibility and change management. The educational aim is to help students become effective and reflective managers, who can manage others fairly, to ensure increasing levels of engagement, commitment, motivation and performance from employees in international companies and settings.

The aims of the module are to develop critically informed and resourceful graduates in international business management who can:

- Evaluate the contemporary perspectives and approaches to international human resource management and development
- Demonstrate how added value is created through an awareness of cultural, equality and diversity in international HR planning and development

- Illustrate how HR management techniques contribute to the assembling and development of high-performance teams in an international context.

- Plan and implement strategies designed to increase levels of engagement, commitment, motivation and performance of employees

Strategic Hospitality Management in a Global Environment (Hospitality)

This module develops a strategic perspective of the hotel industry in the context of the wider international hospitality environment. Students critically analyse the management of diverse types of hotels, drawing together from theories and concepts that underpin strategic approaches to international hospitality management. The impact of internal and external factors on successful operations is also considered.

The aims of this postgraduate module are to develop critically informed and resourceful graduates in international hospitality management who can:

- Understand the strategic approaches to international hotel management
- Evaluate the factors and contributors to gaining competitive advantage in a global environment
- Appreciate and adapt practice to modern consumer behaviour in a global context
- Appreciate management and leadership qualities for successful development and management of international hospitality enterprises

Transformation and Change Leadership in a Global Context (Management)

A key organisational challenge is to bring about beneficial change through leadership. Change for some organisations is in itself not enough and only transformation will do. Effective leadership of such processes is clearly of vital importance. The purpose of this module is to challenge managers and aspiring managers to consider the practical issues associated with effective change leadership in a global context from a range of different conceptual perspectives to equip them with skills and knowledge required for the workplace.

The aims of the module are to develop critically informed and resourceful graduates in international business management who can:

- Understand transformation and change as organisational strategies
- Gain an appreciation of challenges faced by managers in relation to transformation and change in a global context.
- Appreciate the short- and long-term impact change has on multi-locational organisations
- Understand organisational involvement in leading, introducing and bringing change in a diverse context.
- Utilise a range of strategies to efficiently and positively deal with organisational change in multinational corporations.

Spring Semester

International Digital Marketing (Both Management and Hospitality)

Students will be able to critically analyse the complexity, stages and nature of international marketing in a rapidly changing digital landscape. The module develops students' understanding of international digital marketing theories, concepts and practice in a constantly changing international business environment.

The aims of the module are to develop informed, resourceful graduates in international business management, who are capable of:

- Evaluating international digital information sources
- Research and analyse issues facing an organisations digital marketing effectiveness in international markets
- Appreciating the shift from traditional to digital marketing

- Recommending appropriate international digital marketing strategies
- Understanding how customer behaviour can be influenced through digital marketing in international markets

Managerial Applications of Finance in the Global Economy (Both Management and Hospitality)

Managers in all sectors are required to take account of the financial impact of their decisions. Whether they are being required to approve the purchase of new plant and machinery, increase or decrease the workforce, increase marketing efforts or authorise the new strategic and budget plans, one of the key aspects of the decision is the financial impact. International Managers therefore need to understand and be able to question the information provided and make informed business decisions. This module seeks to enable students as future managers in the global economy to make wellinformed decisions based upon a sound knowledge of financial reports, systems and developments in the accounting and financial environment.

The aims of the module are to develop critically informed and resourceful graduates in international business who can:

- Analyse key sources of finance and their appropriateness for international business
- Conduct an investment appraisal for a capital investment decision • Evaluate financial proposals for expenditure submitted by others
- Understand performance management systems and their suitability to different business environments in a global context.
- Understand how to write, assess and monitor budgets and financial reports

Managing International Hospitality Experience (Hospitality)

This module visits the concept of service in relation to the delivery of customer experience in international environment of the hospitality sector. It aims to develop critical knowledge and understanding of the hospitality disciplines and skills and their integration within the field of international management appropriate to Master's level study for enhancing customer experience at service encounters in a global environment. The module will cover a wide range of topics, from customer-employee interactions and service automation, to customer loyalty and service recovery applicable to international hospitality management. In particular, the culture of service in Britain and other international contemporary societies will be investigated. The application of theories and practices will provide a comprehensive understanding of the co-creation and consumption of customer experience across cultures. Techniques for the monitoring and measurement of customer experience will also be critically scrutinised and evaluated.

The aims of the module are to develop critically informed and resourceful graduates in international business who can:

- Understand and appreciate the discrete nature of managing international hospitality experience
- Appreciate the challenges of managing services in an international environment.
- Understand consumers and relationships in the international hospitality industry
- Evaluate consumer expectation, perception and satisfaction in a global environment
- Measure, control and manage service delivery in the international hospitality industry
- Recognise service failure and apply appropriate recovery strategies.

International Entrepreneurship and Innovation (Management)

This module identifies creativity and innovation as key to all enterprise activities in ever more competitive global markets. The teaching and learning establish the links between creativity, innovation and enterprise. The students learn about corporate international entrepreneurship and innovation as the key elements of ensuring business success and long-term prosperity in a global context. The module defines the nature, scope, impact and practice of international entrepreneurship, creativity and innovation in global business and evaluates how they underpin

enterprise. All aspects of this module are considered from the perspective of small medium enterprises and larger corporations in a global context. Finally, the module focuses on what multinational corporations, international organisations and practicing managers can do to foster innovation and defend their developments.

The aims of the module are to develop critically informed and resourceful graduates in international business management who can be capable of:

- Successful identification of the international dynamic capability and the links between creativity, innovation and enterprise
- Utilising the entrepreneur FACETS framework to identify key talent, temperament and techniques needed by international entrepreneurs and multinational enterprises.
- Understanding of the global knowledge and creative thinking process as a means of solving problems and producing creative solutions
- Having an ability to plan the stages of organisations' development of products, services and processes from concept to reality
- Understanding how organisations manage and protect their innovations in a global environment.

Summer semester

International Business Research Project (Both Management and Hospitality)

The research project aim is for the student to demonstrate their research ability and confidence that is appropriate for a taught Master's programme and relevant for future careers in professional, international business management roles. To achieve this, students are required to conceive, justify, design in detail and execute an original major international business research project at an advanced level, based on independent primary and secondary research. This should demonstrate an understanding of the philosophy and core principles of research (empirical or non-empirical) and show competence in the design, execution and reporting of a research project in an international business and management context. In this way, the students demonstrate skills in designing a viable project, in gathering and collating material, assessing its relevance for the chosen project, formulating and sustaining a coherent argument and also show an ability to carry out subsequent research independently, and to commission, manage and evaluate the research activities of others. Effective leaders, managers, citizens and employees need to be capable of basing their decision-making on information and knowledge derived from research. Therefore, the skills acquired in the module and of producing the project will contribute to the student's effectiveness throughout her/his career.

The aim of this module is to enable students to build on their skills and knowledge that will enable them to further develop and demonstrate at a Masters level competence in the following:

- Presentation and evaluation of contextualised information
- Demonstration of the purpose and significance of the proposed study
- Summary of key literature and relevant concepts and theories
- Justification of research design and clarity of methodological consideration
- Ability to report and interpret findings clearly
- Ability to use academic language and referencing