



## responsible hospitality management modules

### Overview of Modules in Responsible Hospitality Management

The MSc Responsible Hospitality is based around a modular structure. This means that depending on the number of successful modules completed, you will obtain the following qualifications (please note, depending on the qualification you will either have 1 or 3 core modules).

- Post Graduate Certificate in Responsible Hospitality Management - 3 modules
- Post Graduate Diploma in Responsible Hospitality Management – 6 modules
- Masters in Responsible Hospitality Management – 9 modules

### Core modules:

- Responsible Hospitality and Tourism Management Theory and Practice **DL**<sup>1</sup> (core for all qualifications)
- Professional skills or research methods (only core if studying for the MSc)
- Professional research report or dissertation **DL** (double module, only core if studying for the MSc)

### Elective modules:

- Environmental Management in Hospitality; **DL**
- Corporate Social Responsibility in Hospitality **DL**
- Responsible Hospitality Marketing; **DL**
- Managing Tourism and Conservation in Protected Areas; **DL**
- Managing Cultural Heritage for Tourism;
- Responsible Hospitality Auditing

## Detailed Module Descriptors

### Responsible Hospitality and Tourism Management Theory and Practice

**Module Leader:** Harold Goodwin (Distance Learning with optional weekend in Leeds)

This module introduces and contextualises responsible hospitality in global trends of responsible tourism, to ensure that all students have a sufficient common knowledge base about the links between hospitality and tourism to participate in their course. The module encourages students to examine critically the key concepts of responsible tourism and to think about securing change

- The hospitality contribution to Responsible Tourism
- The concept of Responsible Tourism - precursors and development
- The market for Responsible Tourism and Hospitality
- The impact of the Responsible Tourism Movement on hospitality operations and marketing – from 2002 to date.
- Securing Change - stakeholder and situation analysis, change management and political science approaches.

### Environmental Management in Hospitality

**Module leader:** Xavier Font (Distance learning with optional weekend in Leeds)

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<sup>1</sup> DL = Distance Learning



You will learn about the key environmental impacts and management solutions for hospitality businesses. After this module, you will be able to identify environmental impacts in a range of hospitality businesses both geographically and by type of company; access and use appropriate information to prioritise and manage negative environmental impacts; and identify and select appropriate strategies to engage hotel managers and staff to develop management systems and action plans. The module focuses both on the traditional cost-benefit analysis side of managing the environment, as well as applying low-carbon principles which give a new dimension to prioritising actions. This module helps companies aiming to implement the Green Tourism Business Scheme standard.

- Energy
- Water
- Waste
- Travel
- Purchasing and sustainable supply chains
- Natural heritage
- Environmental management systems

### **Corporate Social Responsibility in Hospitality**

**Module Leader:** Harold Goodwin (Distance Learning with optional weekend in Leeds)

Corporate Social Responsibility broadly includes a range of societal expectations on large and small hospitality firms to acknowledge their duties to engage and benefit their stakeholders. This module is largely grounded in ICERT's work on pro-poor tourism, adapted to the realities of the hospitality industry, and contextualised in contemporary thinking on corporate social responsibility and reporting theories and practices.

- Corporate social responsibility theories and CSR reporting
- The social impacts of tourism and hospitality. Tourism and development – the Millennium Development Goals, development and underdevelopment theory, linkages, leakages and multipliers, poverty and pro-poor growth,
- Local economic development: tourism business approaches, community based tourism, SMMEs and business models, business development needs, the identification and minimisation of risk, the importance of the market;
- The hospitality contribution to Pro-Poor Tourism: the approaches developed by the Pro-Poor Tourism Partnership, the UNWTO's 7 mechanisms
- Supply chain approaches, linkages and developing business approaches which contribute to local economic development and poverty reduction.

### **Responsible Hospitality Marketing**

**Module Leader:** Xavier Font (Distance Learning with optional weekend in Leeds)

Hospitality is a market-driven industry. This distance-learning module considers the ways in which marketing can be used as a strategic tool for achieving responsible hospitality businesses, and strategic approaches to hospitality marketing. The marketing skills developed through this module will enable you to be more effective in developing responsible products, communicating and distributing them.

- The marketing plan applied to responsible hospitality
- Responsible hospitality marketing in the context of destination management organisations and public sector initiatives
- Motivations and techniques for responsible marketing
- Market demand for responsible hotels. Segmentation and positioning



- Marketing and corporate social responsibility
- Developing the responsible hospitality product
- Distribution channels for responsible hotels
- Communicating the responsible hospitality message

### **Managing Tourism and Conservation in Protected Areas**

**Module Leader:** Janet Cochrane (Distance Learning with optional long weekend in a UK National Park)

This module focuses on the analytical skills and management strategies that have been developed for the effective management of visitors to conserved natural areas. The module covers the management and maintenance of protected areas and strategies for achieving competing management objectives: minimising negative impacts of tourists on species and habitats; optimising revenues to local communities and conservation; and maximising the educational value of visits in order to raise awareness of conservation issues.

- The evolution of IUCN's protected areas management approach, the importance of culture and the origins and causes of park-people conflict
- The impacts of tourism and tourists on protected areas and wildlife, the role of management plans, regulatory approaches and ownership
- Visitor management strategies and management tools including carrying capacity, recreational opportunity spectrum, limits of acceptable change and visitor impact management plans
- Maximising revenues to conservation through understanding markets and maximising visitor pay-back and local community benefits
- Interpretation, markets and management

### **Managing Cultural Heritage for Tourism**

**Module Leader:** Harold Goodwin (intensively taught course over a long weekend, with core reading materials)

This module introduces participants to the range and scope of living and built cultural heritage visitor attractions - festivals, daily life, architecture, museums and archaeological sites; and to critically assess the visitor management and conservation of built and material heritage and the management strategies available. The module explores the social anthropological perspective on the experience of the host and guest in the tourism encounter and the dynamics of the interaction.

- the nature of the heritage tourism product
- management issues at heritage visitor attractions marketing and management of cultural heritage
- the heritage and history debate - authenticity
- impact of tourism on heritage and its conservation
- the social anthropological literature on tourism and tourist experience, pilgrimage, the tourist gaze, paradise, liminality, culture and acculturation, authenticity and commoditisation - the host-guest relationship.

### **Responsible Hospitality Auditing**

**Module Leader:** Xavier Font (intensively taught during one week in the UK with the Green Tourism Business Scheme practically auditing hotels)

What does a responsible hotel look like? How do we identify good practices and advise them on improvements? This module takes you beyond the theory and gives you invaluable practice and training to audit hotels with the largest sustainable tourism certification programme in the world. After



this module you will be able to assess a range of hospitality activities to identify environmental and social impacts; plan and implement performance indicators in the field; set and communicate a realistic programme of actions to address these actions; and complete sustainability audit documentation to the standard required by cutting edge certification programmes. This module is part of the GTBS auditor and advisor training.

- Standard setting: how do we set criteria to determine what is a responsible hotel
- Key performance indicators: reducing criteria to manageable accountable units that can be used for decision-making
- Benchmarking: USE KPIs to compare hotels, considering corrective factors for their different characteristics.
- Standard assessment: Audit protocols, the practice of auditing a hotel
- Audit records of evidence
- The audit report, feedback and advice
- Certification and accreditation: the context of most audits, industry trends and externally set standards in auditing, quality assurance procedures.
- Professional avenues for the sustainability auditor in hospitality

## Professional Skills

**Module Leader:** Janet Cochrane (intensively taught course over one week)

This module prepares students to undertake the Professional Research Report. This involves an assessment of project management and business research needs, commissioning and delivering contract research, appropriate primary research techniques for a range of typical projects in responsible hospitality, and creating useful, client-centred reports.

- The need for consultants: different types of projects, e.g. scoping studies, master plans, training needs analysis, feasibility studies.
- Proposal preparation: preparing and understanding terms of reference, the role of theory in management research, preparing a team, contracting, subcontracting and being a subcontractor.
- Contracting stage: negotiation and contracting skills closing the contract
- Strategic planning and change management: leadership, employee, team and organisation development.
- Project management: logical frameworks, inception reports, dealing with resistance and change of terms, the role of steering groups, client-contractor-sub-contractor relations.
- Getting the data: research design, quantitative and qualitative methods, survey research design, desk research, field research. Keeping records of data, legal and ethical considerations.
- Data presentation: structuring the report, writing, presentation meeting, invoicing, closing accounts and keeping records



## Research Methods

**Module Leader:** Alexandra Kenyon, taught weekly Feb-May in Leeds

This module will prepare students to undertake the Masters Dissertation. This will involve an assessment of alternate approaches to conducting research in the sector; the issues associated with how management problems might be investigated; an exploration of the values of different methods and methodologies; and an introduction to some of the skills deployed in particular research techniques.

- advantages and limitations of different research methodologies
- evaluate the reliability of data
- discuss critically the theoretical and conceptual frameworks adopted in the research of others
- demonstrate an appreciation of the strengths and weaknesses of qualitative and quantitative research techniques
- define a research problem and select research methods appropriate to a range of research problems, particularly your own dissertation
- gather, collate, analyse, interpret and present data
- understand and be sensitive to a range of cultural and ethical issues in research; recognise the existence of and potential for bias in research techniques (including specifically implicit gender, or cultural bias)

## Dissertation or Professional Research Report

Participants choose, with advice from their tutor, to produce either a Dissertation or a Professional Research Report, of maximum 18,000 words. The work can be undertaken in the UK or overseas. The research methods module or equivalent qualification are pre-requisite for the dissertation, following a traditional format of aims and objectives, literature review, methodology, results, discussion and conclusions. The technical skills module is a prerequisite for the technical report, which is a more flexible and applied task, not unlike a consultancy assignment.

It is common for students to use this opportunity to introduce responsible tourism changes to the company they work for, to develop business plans for new company ideas, conduct market assessments for new product developments, marketing plans for destinations or companies...

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