LEVEL 7 DIPLOMA IN TOURISM AND HOSPITALITY MANAGEMENT (QCF)

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QUALIFICATION OBJECTIVES

The Level 7 Diploma Tourism and Hospitality Management qualification is designed for managers who have the authority and personal inspiration to translate organisational strategy into effective operational performance.

The programme will provide learners with an advanced qualification that supports their development as managers within the international tourism and hospitality industry, with a lifelong-learning orientation. Learners to critically analyse and evaluate contemporary and foundational knowledge and theories and to use these to propose solutions to complex management problems in the tourism and hospitality industry. It will also provide learners with the ability to analyse complex management problems and to apply and adapt specialist skills and technical terminology to propose solutions to these problems. Successful completion of this programme will enable learners to make decisions about the leadership, planning and management of work areas in the tourism and hospitality industry that are informed by best practice and contemporary research.

QUALITY, STANDARDS AND RECOGNITIONS

Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit register of Regulated Qualifications.

Qualifications Wales is a Welsh Government Sponsored Body but independent from the Welsh Government in relation to its qualifications functions for which is directly accountable to the National Assembly for Wales. It is responsible for the regulation of awarding bodies and the quality assurance of qualifications in Wales. It is charged with ensuring that qualifications in Wales are fit for purpose, that the qualification system in Wales is efficient and effective and that there is public confidence in qualifications in Wales. Visit Qualifications Wales for more information.

This qualification offers progression arrangements with several UK universities that acknowledge the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and master's/top-up programmes.

REGULATORY INFORMATION

Qualification Title	Level 7 Diploma in Tourism and Hospitality Management (QCF)
Duration	1 Year
Total Credit Value	120 Credits
Guided Learning Hours	240
Overall Grading Type	Pass
Assessment Methods	Coursework
Language of Study	English

EQUIVALENCE

This Level 7 qualification according to the Qualifications and Curriculum Framework (QCF) which consists of 6 mandatory units worth total 120 credits and equivalent to Master's Degrees in the UK.

PROGRAMME STRUCTURE

The Level 7 Diploma in Tourism and Hospitality Management is a 120 credit qualification that includes six mandatory units. To achieve the Level 7 Diploma in Tourism and Hospitality Management, learners must complete all units giving 120 credits.

Unit Ref. No.	Mandatory units	Credit
H/507/7382	Strategic Management and Marketing for Tourism and Hospitality	20
K/507/7383	Destination Management	20
T/507/7385	International Tourism Policy and Development	20
J/507/7388	E-Tourism and Social Media in Tourism and Hospitality	20
L/507/7389	Advanced Research Methods in Tourism and Hospitality	20
F/507/7390	Organisational Behaviour in International Tourism and Hospitality Organisations	20

ABOUT THE UNITS

Credit value is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit.

The QCF credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

ENTRY REQUIREMENTS

A learner must fulfil at least one of the following criteria to be allowed entry to the qualification:

- Possession of an honours degree in a related subject
- Possession of a level 6 qualification from a recognised awarding body
- Five years senior management experience (learners must check with the delivery centre / college regarding this experience prior to registering for the programme)

English requirements:
- If learner is not from a majority English-speaking country must provide evidence of English language competency

PROGRESSION

On passing the Level 7 Diploma in Tourism and Hospitality Management (QCF) enables learners to progress into or within employment and/or continue their further study towards UK Masters top up qualifications. This qualification enables learners to top up their qualification with number of UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and masters/top-up programmes.

DELIVERING THE QUALIFICATIONS

This qualification is delivered 100% online by London School of Planning and Management using its online learning platform

ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the centre and verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, a learner must have successfully passed all the assessment criteria for that unit.

Unit Specifications

UNIT 01: STRATEGIC MANAGEMENT AND MARKETING FOR TOURISM AND HOSPITALITY

Unit Reference Number	H/507/7382
Unit Title	Strategic Management and Marketing for Tourism and Hospitality
Unit Level	7
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering; 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit aims to consider management and marketing in tourism and hospitality organisations from a strategic perspective. Learners will study a range of tourism and hospitality organisations and apply theories from the literature to understand strategic decision-making, the use of technology and strategic marketing management.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1.	Critically analyse the strategic management concept in the tourism and hospitality context	1.1	Discuss the evolution of the strategic management approach
		1.2	Evaluate the importance of strategic management for tourism and hospitality businesses
		1.3	Critically analyse the performance of tourism and hospitality businesses from the perspective of strategic management theory
2.	Critically analyse strategic approaches to marketing in tourism and hospitality businesses	2.1	Discuss the evolution of the strategic marketing approach
		2.2	Evaluate the importance of strategic marketing for tourism and hospitality businesses
		2.3	Critically analyse the marketing of tourism and hospitality businesses from the perspective of strategic marketing theory
3.	Assess the contribution of technology to the development of the tourism and hospitality industry	3.1	Critically appraise the impacts of technological change on the historical development of the tourism and hospitality industry
		3.2	Critically evaluate the impacts of contemporary technological developments on the future growth of the tourism and hospitality industry
		3.3	Discuss the importance of security and ethics in the implementation of technology for the tourism and hospitality industry
4.	Research information from a range of academic and industry sources	4.1	Research academic sources to identify appropriate theories and models of strategic marketing and management
		4.2	Research industry sources to identify contemporary market information in tourism and hospitality

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Study Contents

- Strategic Management in Tourism
- Creating competitive tourism businesses and destinations
- The strategic environment - Macro environment analysis
- The strategic environment – Micro environment analysis
- Strategic planning and analysis – Vision, stakeholder and value chain analysis
- Strategic choices for tourism businesses and destinations
- Strategy implementation and evaluation
- Managing strategic change in tourism
- Strategic human resource management in tourism
- Social responsibility and business ethics in tourism
- Introduction to strategic marketing and management in tourism
- Tourist buying, decision-making and holiday behaviour
- Tourism marketing environments
- Tourism market segmentation - targeting and positioning in tourism
- Tourism product strategies
- Tourism pricing strategies
- Tourism distribution strategies
- Tourism promotion strategies
- Marketing international tourism destinations
- E-marketing for tourism
- Marketing planning, control and evaluation

Indicative Reading list

Core texts:

Evans, N. (2015) *Strategic Management for Tourism, Hospitality and Events,* Abingdon: Routledge

Middleton, V. & Fyall, A. (2009) *Marketing in Travel and Tourism,* Oxford: Butterworth-Heinemann

Additional Reading:

Holloway, C. (2004) *Marketing for Tourism*, London: FT Prentice Hall

Kotler, P., Bowen, J. & Makens, J. (2013) *Marketing for Tourism and Hospitality*, London: Pearson

Okumus, F., Altinay, L. & Chashoth, K. (2010) *Strategic Management for Hospitaity and Tourism: Content and Processes,* Oxford: Butterworth Heinmann

Olsen, M., West, J., Tse, E. (2013) *Strategic Management in the Hospitality Industry*, London: Pearson

UNIT 02: DESTINATION MANAGEMENT

Unit Reference Number	K/507/7383
Unit Title	Destination Management
Unit Level	7
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering
	8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with an in-depth understanding of the issues and key dimensions of destination management and marketing. This unit seeks to explain the role of tourism and the visitor economy in the modern international tourism destinations and to critically analyse this in relation to a number of theoretical perspectives. The unit also equips learners with critical understanding of broader perspectives required to manage and market tourism in the modern international city, and inform international city and marketing strategies.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1.	Critically evaluate the factors that influence destination management.	1.1	Critically analyse the need for destination management
		1.2	Critically analyse the impacts of tourism in destinations
		1.3	Critically evaluate the influence of external factors on the development of tourism destinations
2.	Critically analyse the role of destination management organisations	2.1	Critically review the emergence of destination management and marketing at the local, national and international levels
		2.2	Critically analyse the roles of destination management organisations
		2.3	Discuss the factors that influence the performance of destination management organisations
3.	Critically evaluate the influence of stakeholders on destination management	3.1	Review the range of stakeholders that influence destination management
		3.2	Critically evaluate the aims and influence of interest groups in the development of destinations
4.	Critically appraise the relationship between destination management and destination marketing	4.1	Discuss the differences between destination management and destination marketing
		4.2	Critically analyse the relationship between marketing and management in a range of destination management organisations

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Study Contents

- Defining and analyzing tourism destinations
- Destination management
- The multi-scalar nature of destination management
- The role of Destination Management Organisations
- Factors influencing the tourism destination management process
- Stakeholder analysis
- The public, private and third sectors in tourism destinations
- Transport and tourism destinations
- The relationship between destination management and destination marketing
- Community engagement and consultation
- Sustainable development
- Destination Management Planning
- Resourcing tourism destination management plans
- Evaluation of tourism destination management plans.

Indicative Reading list

Core text:

Morrisson, A. (2013) Managing and Marketing Tourism Destinations, Abingdon: Routledge

Additional Reading:

Howie, F. (2010) *Managing the Tourist Destination*, London: Thompson

Mason, P. (2008) *Tourism Impacts: Planning and Management,* Abingdon: Routedge

UNWTO (2007) *A Practical Guide to Tourism Destination Management,* New York: UNWTO

Vidken, A. & Granas, B. (2014) *Tourism Destination Development,* London: Ashgate

Wang, Y. & Pizam, A. (2013) *Destination Management and Marketing: Theories and Applications,* London, CABI

UNIT 03: INTERNATIONAL TOURISM POLICY AND DEVELOPMENT

Unit Reference Number	T/507/7385
Unit Title	International Tourism Policy and Development
Unit Level	7
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with a critical understanding of principles of tourism policy and how this relates to issues of development. Learners will analyse theories and concepts from the fields of public policy, tourism management and international development. Learners will evaluate theories of international development and apply these in a tourism context. This unit will also support learners to apply development indicators and to create proposals for tourism projects to address development problems.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1.	Critically analyse the concepts and theories of public policy for tourism	1.1	Critically evaluate the different approaches that can be taken to tourism policy
		1.2	Analyse the history of tourism policy
		1.3	Explain the multi-scalar nature of contemporary tourism policy and the institutions involved in tourism development at the global, national and local scale.
2.	Critically Evaluate theories of international development	2.1	Analyse theoretical approaches to understanding international development
		2.2	Critically Evaluate developing countries statuses using theories of international development
		2.3	Critically evaluate the usefulness of theoretical approaches to international development
3.	Critically analyse the relationship between tourism and international development	3.1	Critically evaluate the impacts of tourism in destinations
		3.2	Critically analyse the relationship between tourism and sustainable development
		3.3	Analyse the ways in which tourism is used for international development goals.
4.	Develop plans for tourism projects to address development problems	4.1	Research development issues in an international context
		4.2	Develop plans for tourism projects that address development issues

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Study Contents

- Theories of the state and approaches to policy
- Government involvement in tourism
- Multi-scalar approaches to tourism policy
- The policy-making process
- Stakeholders in tourism policy
- Tourism policy interest groups
- Tourism policy instruments
- Tourism policy implementation and evaluation
- Tourism policy and sustainable development
- Theories of development (including modernisation, dependency, neo liberalism, alternative, post-development)
- The role of and relationship between tourism and development
- Role and influence of actors involved in tourism for development
- The relationship between tourism and other development arenas
- Issues in developing tourism in the emerging economies
- Tourism policy and development in the European Union
- Responsible tourism

Indicative Reading list

Core Text:

Dredge, D. & Jenkins, J. (2007) *Tourism Planning and Policy.* Milton Qld: Wiley

Additional reading:

Burns, P. and Novelli, M (2006) *Tourism and Politics: Global Frameworks and Local Realities*. Butterworth Heinemann

Edgell, D. & Swanson, J. (2013) *Tourism Policy and Planning: Yesterday, Today and Tomorrow.* Abingdon: Routledge

Hall, C.M. (2008) *Tourism Planning. Policies, Processes and Relationships. Second Edition.* Harlow: Pearson, Prentice Hall

Kennell, J. & Chaperon, S. (2015) *Tourism and Public Policy*, Abingdon: Routledge

UNIT 04: E-TOURISM AND SOCIAL MEDIA IN TOURISM AND HOSPITALITY

Unit Reference Number	J/507/7388
Unit Title	E-Tourism and Social Media in Tourism and Hospitality
Unit Level	7
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering
	8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit aims to provide learners with a critical analysis of the role of technology within the tourism and hospitality industry. This will include a critical evaluation of the impacts of new and emerging technology on the operations of tourism and hospitality businesses, as well as the emergence of the e-tourism concept. The unit will also analyse the influence of social media on the tourism and hospitality industry, from the perspectives of consumers and businesses.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1.	Critically evaluate the impacts of technology on the development and growth of the tourism and hospitality industry	1.1	Critically evaluate impacts of technological change on the historical development of the tourism and hospitality industry
		1.2	Critically analyse the impacts of contemporary technological developments on the future growth of the tourism and hospitality industry
2.	Critically analyse the emergence of the e-tourism concept and its associated theories.	2.1	Critically review the emergence of the e-tourism concept
		2.2	Evaluate how OTAs and meta-search are affecting the development of the tourism and hospitality industry
		2.3	Critically analyse how consumers and businesses make use of the internet in the tourism marketplace.
3.	Critically evaluate the impacts of social media on the tourism and hospitality industry	3.1	Critically evaluate the importance of the social media for international tourism marketing
		3.2	Critically review the impacts of social media on destination marketing
		3.3	Critically analyse the impacts of social media and social review sites on hospitality businesses
4.	Critically analyse the ethical implications of technological change in the tourism and hospitality industry	4.1	Discuss the importance of security in the implementation of technology for the tourism and hospitality industry
		4.2	Explain the importance of data protection to the implementation of technology in the tourism and hospitality industry

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Study Contents

- ICT – definitions and key concepts
- The evolution of ICT in the tourism and hospitality industry
- The contemporary role of ICT in the tourism and hospitality industry
- e-Tourism: technology supported supply and demand
- e-Tourism and accessibility
- Technology and the consumer
- Mobile tourism and wireless systems
- ICT as a platform for B2C and B2B communications
- Online distribution
- Multi-channel and Omni-Channel strategy
- Online marketing including Search Engine Optimisation (SEO) and Pay-Per-Click (PPC) campaigns
- Destination Management Systems
- Smart destinations
- Tourists and technology - from GPS to Virtual visitor guides
- Relations between technology and competitive advantage
- Social media in the tourism and hospitality industry
- Social networking in the tourism and hospitality industry
- Working with customer reviews and feedback
- Security and electronic commerce

Indicative Reading list

Core Text:

Mariani, M., Baggio, R,, Buhalis, D. & Longhi, C. (eds.) (2014) *Tourism Management, Marketing and Development vol.1: The importance of networks and ICTs.* London: Palgrave MacMillan

Additional reading:

European Travel Comission (2013) *Handbook on e-marketing for tourism destinations*, Brussels: WTO

Lytras, M., Ordóñez de Pablos, P., Damiani, E. and Diaz, L. (2011) *Digital Culture and E-Tourism: Technologies, Applications and Management Approache*s, London: Information Science Resources

Sigala, M., Christou, E., Gretzel, U. (eds.) (2012) *Social media in travel, tourism and hospitality: theory, practice and cases*, London: Ashgate

Egger, R. & Buhalis,D. (2008) *E-Tourism Case Studies*, Oxford: Butterworth-Heinemann

UNIT 05: ADVANCED RESEARCH METHODS FOR TOURISM AND HOSPITALITY

Unit Reference Number	L/507/7389
Unit Title	Advanced Research Methods for Tourism and Hospitality
Unit Level	7
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering
	8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

The purpose of this unit is to examine and critique a range of research paradigms and research techniques, together with their application to tourism and hospitality research. The unit will provide learners with the skills and knowledge required to identify and investigate problems and issues within tourism and hospitality and critically review appropriate research methods.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1.	Demonstrate a comprehensive understanding of research in a tourism and hospitality context	1.1	Critically evaluate the role of research in the management and growth of tourism and hospitality organisations
		1.2	Critically review the development of academic research in the area of tourism and hospitality management
		1.3	Critically assess appropriate methodological approaches to researching management problems in the tourism and hospitality industry
2.	Critically evaluate research philosophies and their application to tourism and hospitality research	2.1	Critically evaluate philosophical approaches to research in a management context
		2.2	Critically review research in the field of tourism and hospitality management from a range of research paradigms
3.	Demonstrate an ability to plan research projects.	3.1	Critically apply a chosen research paradigm to the design of a research project
		3.2	Review appropriate methods for carrying out research into a tourism or hospitality management problem
		3.3	Develop a plan to carry out research
4.	Be able to critically analyse a range of data to produce research outputs.	4.1	Analyse data collected for research using an appropriate methodology
		4.2	Present qualitative or quantitative data for an academic audience
		4.3	Draw conclusions from data collected for research purposes

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Study Contents

- Research philosophy – the ontology, epistemology, axiology and rhetoric of research
- Review of contemporary debates within the areas of social science and tourism and hospitality studies
- Research idea generation
- Completing a literature review
- Approaches to research design
- Reliability and validity
- Quantitative methods
- Techniques for the analysis of quantitative data
- Qualitative methods
- Coding and classifying qualitative data
- Qualitative methods – using computers to analyse qualitative data.
- Sampling strategies
- Access to data
- Research ethics
- Writing up a research project

Indicative Reading list

Core Text:

Saunders, M, Lewis, P. & Thornhill, A. (2007). *Research Methods for Business Students (4th edition). Harlow*: Prentice Hall.

Additional reading:

Bryman, A. & Bell, E. (2011) *Business Research Methods*, Oxford: Oxford University Press

Collis, J. & Hussey, R. (2013). *Business Research: a practical guide for undergraduate and postgraduate student (4th edition). Basingstoke: Palgrave Macmillan.*

Mayo, B. (2014) *Planning an Applied Research Project in Tourism, Hospitality and Sports*, London: John Wiley & Sons.

Veal, A. (2011) *Research Methods for Leisure and Tourism*, London: FT Prentice Hall

UNIT 06: ORGANISATIONAL BEHAVIOUR IN INTERNATIONAL TOURISM AND HOSPITALITY ORGANISATIONS

Unit Reference Number	F/507/7390
Unit Title	Organisational Behaviour in International Tourism and Hospitality Organisations
Unit Level	7
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

The unit explores a range of theoretical and empirical approaches to the study of organizational behaviour in tourism and hospitality, in an international context. This unit examines concepts of culture and its multifaceted impacts on managerial behaviour in the tourism and hospitality industry. It reviews and analyses situations and issues that managers have to meet and resolve. The unit is also designed to provide learners with detailed grounding in managing in different cultural contexts and in the management of diverse individuals, groups and teams.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1.	Critically apply organisational behaviour theories to the tourism and hospitality sector.	1.1	Critically analyse the management structure of a tourism or hospitality organisation using models of organisational behaviour
		1.2	Evaluate the objectives of a tourism or hospitality organisation
		1.3	Critically evaluate how well the structure of an organisation helps it to achieve its objectives
2.	Critically assess the performance of an organisation in relation to its external environment and internal structures.	2.1	Critically evaluate the performance of a tourism or hospitality organisation using company and market data
		2.2	Decide how a tourism or hospitality organisation can modify its structure or objectives to increase its profitability
3.	Critically evaluate cross-cultural management trends and developments and their implications for the tourism and hospitality sector.	3.1	Critically review theories of cross-cultural management
		3.2	Review the emergence of the cultural diversity concept and its implications for the tourism and hospitality workforce
		3.3	Discuss how tourism and hospitality businesses can implement models of cross-cultural human resource management
4.	Critically evaluate developments in international human resources management and their implications for businesses in the tourism and hospitality sector	4.1	Critically review the emergence of the international human resources function in tourism and hospitality businesses
		4.2	Evaluate the importance of leadership and management skills in the international tourism and hospitality industry
		4.3	Critically analyse models of motivation and teamwork that are important to the tourism and hospitality industry

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	4500 words

Study Contents

- The structure of the Tourism and Hospitality Industry
- The evolution of management theory
- Significant management theories in the contemporary tourism and hospitality industry
- The evolution of service industries
- Organisational goals and strategy
- Corporate Social Responisbility
- Cultural approaches to management
- Cultural diversity and the workforce
- Human Resources Management
- Recruitment and Selection
- Managerial work in the tourism and hospitality industry
- Management styles
- Leadership in the tourism and hospitality industry
- Leadership styles
- Organisational structure
- Motivation
- Job satisfaction
- Employee performance
- Group behaviour and performance
- Conflict management

Indicative Reading list

Core Text:

Mullins, L & Dossor, P. (2013*). Hospitality Management and Organisational Behviour (Fifth edition). Harlow*: Prentice Hall.

Additional reading:

Baum, T. (2006) *Human Resource Management for Tourism, Hospitality and Leisure: An International Perspective,* London: Cengage

Beech, J. & Chadwick, S. (2005). *The Business of Tourism Management.* London: FT Prentice Hall

Boella, M. & Turner, S. (2013) *Human Resources in the Hospitality Industry: A guide to best practice*, Abingdon: Routledge

Nickson, D. (2012) *Human Resource Management for the Hospitality and Tourism Industries*, Abingdon: Routledge