

CBM552 Assessment Brief

Academic Year	2022/23
Semester	1
Module Number	CBM552
Module Title	Strategic Management Tourism and Hospitality
Assessment Method	Report
Deadline (time and date)	1pm, 9 December 2022
Submission	Assessment Dropbox in the Module Study Area in CampusMoodle.
Word Limit (see Assessment Word Limit Statement)	3500
Module Co-ordinator	Anne Singleton

What knowledge and/or skills will I develop by undertaking the assessment?

- To enable the student to appraise, design, implement and evaluate future orientated plans for interacting with competitive environments from the perspective of tourism and hospitality related organisations and destinations.
- To provide the understanding and experience of current strategic thinking and practice which identifies corporate success, excellence, and strategic leadership to contribute to decision making in the tourism and hospitality business arena.

This module assessment will develop skills and abilities in:

- Time management and independent research.
- Critical thinking and writing, through the application of academic and industry sector research.
- Sourcing and evaluating relevant material related to assessment brief.
- Development of in text citations and final reference list through application of RGU Harvard format.
- Written and oral communication within the learning environment.

On successful completion of the assessment students will be able to achieve the following

Learning Outcomes:

1. Critically appraise the competitive operating environment and understand the impact this will have on strategic choice for contemporary tourism and hospitality related enterprises.
2. Critically appraise long-term planning decisions and the potential these hold for tourism and hospitality related organisations to exploit their distinctive competitiveness.

What knowledge and/or skills will I develop by undertaking the assessment?

3. Critically evaluate the fit, in terms of the design of business planning in the contemporary tourism and hospitality operating environment.

4. Synthesise the dynamics of strategic decision making as applied to tourism and hospitality

Please also refer to the Module Descriptor, available from the module Moodle study area.

What is expected of me in this assessment?

Coursework Sections	Detailed Content	Learning Outcomes	Topic/Week Module Activity
Critically appraise the competitive operating environment and understand the impact this will have on strategic choice for contemporary tourism and hospitality related enterprises.	Introduction to strategy and its development within tourism and hospitality sector. Developing range of source material to support learning	1	Strategy vision and mission and the wider environment. Topic 1-3
Critically appraise long-term planning decisions and the potential these hold for tourism and hospitality related organisations to exploit their distinctive competitiveness.	Factors that can be considered related to strategy and competitive advantage. Develop understanding of strategic theory and models related to the Tourism and Hospitality sector	2	Planning resources, capabilities and potential. Topic. 4-6
Critically evaluate the fit, in terms of the design of business planning in the contemporary tourism and	Strategic fit and competitive advantage. Develop evaluation of strategic theory and models related to the	3	Strategic fit. Topic – 7-8

hospitality operating environment.	Tourism and Hospitality sector		
Synthesise the dynamics of strategic decision making as applied to tourism and hospitality	Strategic dynamics and sustaining competitive advantage. Develop application of strategy theory and models related to the Tourism and Hospitality sector	4	Dynamics and challenge of change related to strategic management Topic – 9-10

What is expected of me in this assessment?

Assessment brief - content

Based on YOUR learning during the module content and independent study, related to the modules learning outcomes, you will prepare a report (refer to format below) to demonstrate your knowledge and understanding of strategic management within the Tourism and Hospitality context. You are expected to demonstrate critical understanding.

Individual Report

An individual report consisting of two sections: Strategic Management within the tourism and hospitality sector.

Section 1: Investigate the main elements of strategic management. Identify the key theories and related models and how they can be applied by the wider tourism and hospitality industry. Reference should be made to academic research and industry related sources. Evaluate application to the contemporary tourism and hospitality industry to achieve competitive advantage. (Word count: 1500)

Section 2: Compare and contrast **TWO** organisations from within one sector of the tourism and hospitality industry from the following list:

- Airlines: For example - Air Asia / Singapore Airlines
- Leisure: For example - National Trust for Scotland / Merlin
- Hospitality: For example - Boutique or Country House independent Hotel and Large Full-service chain Hotel.
- Destination Strategy: For example - Visit Aberdeenshire / Tourism Australia

What is expected of me in this assessment?

Critically discuss the key strategic options and relate to achieving and sustaining a competitive strategy. This may be related to post Covid-19 impacts if relevant to the discussion.

Reflect on your findings and develop **TWO** forward looking recommendations that could be applied over the long term by each selected organisation (TWO per organisation), include supporting justification for the recommendations. (Word count: 2000)

Assessment - format

Your reports overall word count **3,500 words (+/-10%)** written to the required academic standard, including the following:

- Title Page
- Executive summary
- Contents' page
- Brief and appropriate introduction
- Appropriate, clear structure based upon the 5 topics
- Accurate citation and reference list
- Your report should include reference to academic journal articles throughout, as well as other relevant supporting sources such as industry-based source materials, in the range of at least 30.

For this report the title page, executive summary, contents page, any list of tables and figures (if provided) reference list, and any appendices (if provided) are not part of the word count.

Everything in the main body of text, including headings, sub-headings, citations and direct quotes, is included in the word count. For further information on word counts, including the penalty for exceeding a word count, please refer to the *Assessment Word Limit Statement*.

There is a link to this statement on module page in *Assessment Brief and Information* section.

This assignment must be submitted in a report format and include references following the RGU Harvard referencing format.

Your completed assessment must be uploaded to the Dropbox on Moodle by **1pm, Friday 9th December**.

How will I be graded?

A grade will be provided for each criterion on the feedback grid which is specific to the assessment. The overall grade for the assessment will be calculated using the algorithm below.

A

At least 50% of the feedback grid to be at Grade A, at least 75% of the feedback grid to be at Grade B or better, and normally 100% of the feedback grid to be at Grade C or better.

How will I be graded?

B	At least 50% of the feedback grid to be at Grade B or better, at least 75% of the feedback grid to be at Grade C or better, and normally 100% of the feedback grid to be at Grade D or better.
C	At least 50% of the feedback grid to be at Grade C or better, and at least 75% of the feedback grid to be at Grade D or better.
D	At least 50% of the feedback grid to be at Grade D or better, and at least 75% of the feedback grid to be at Grade E or better.
E	At least 50% of the feedback grid to be at Grade E or better.
F	Failing to achieve at least 50% of the feedback grid to be at Grade E or better.
NS	Non-submission.

Feedback grid

GRADE	A	B	C	D	E	F
DEFINITION / CRITERIA (WEIGHTING)	EXCELLENT Outstanding Performance	COMMENDABLE/VERY GOOD Meritorious Performance	GOOD Highly Competent Performance	SATISFACTORY Competent Performance	BORDERLINE FAIL Failure Open to Condonement	UNSATISFACTORY Fail
DEMONSTRATES DEPTH AND BREADTH OF STRATEGIC MANAGEMENT THEORY AND RELATES TO CONTEXT OF TOURISM AND HOSPITALITY INDUSTRY. (30%) Grade: <input type="text"/>	Exceptional breadth and depth of knowledge and understanding of the topic, and a clear and extensive critical review of the literature	A breadth of knowledge and understanding of the topic, with depth in several areas. A clear and critical review of the literature	Some breadth and some depth of knowledge and understanding of the topic. Explains the literature with some lack of clarity and with some critical analysis.	Some understanding of the topic. Describes relevant literature but findings are not well explained and there is a lack of clarity and critical analysis	Little understanding of the topic. Describes the literature without relevant information or critical analysis.	Nothing can be gleaned from the submission because it excluded important information about what had been done and found.
CRITICAL DISCUSSION OF STRATEGIC MANAGEMENT AND APPLICATION TO TOURISM AND MANAGEMENT (30%) Grade: <input type="text"/>	Focussed and thorough discussion of the findings in the context of the literature. A balanced argument is presented showing innovative thinking and clear understanding of the implications of the findings	Focussed discussion of the findings in the context of the literature. A balanced argument is presented showing clear understanding of the implications of the findings.	Discussion of the findings, which explores some relationships with the literature. Some weakness in understanding the implications of the findings.	Basic discussion of the findings, and a simplistic relationship to the literature. Weakness in understanding the implications of the findings.	Simplistic description of the findings, and not discussed within the context of the literature. Weakness in understanding the implications of the findings.	Little or no discussion of the findings and their implications. descriptive
CONCLUSIONS & RECOMMENDATIONS RELATED TO STRATEGIC MANAGEMENT RELATED TO THE TOURISM AND HOSPITALITY INDUSTRY	Accurate summary of the most pertinent key findings and conclusions, with several insights. Thoroughly considered	Accurate summary of relevant key findings and conclusions, with some insights. Well-considered practical and relevant	Mainly accurate summary of relevant key findings and conclusions, with some limited insights. Some practical and relevant	A basic explanation of relevant key findings and conclusions and there may be some errors. Some relevant recommendations	Some attempt to summarise key findings and make conclusions but does not reach a satisfactory level. Some recommendations are	No or little attempt to summarise key findings and draw conclusions. No or very limited recommendations are made.

GRADE	A	B	C	D	E	F
DEFINITION / CRITERIA (WEIGHTING)	EXCELLENT Outstanding Performance	COMMENDABLE/VERY GOOD Meritorious Performance	GOOD Highly Competent Performance	SATISFACTORY Competent Performance	BORDERLINE FAIL Failure Open to Condonement	UNSATISFACTORY Fail
(20%) Grade: <input type="text"/>	practical and relevant recommendations are made and justified	recommendations are made and justified.	recommendations are made and justified.	are made but may not be practical or justified.	made but may not be practical, relevant or justified.	
REPORT STRUCTURE, PRESENTATION & STYLE (20 %) Grade: <input type="text"/>	Clear, very well structured, and professionally presented. Fluent, clear and professional writing style. Consistent, accurate use of grammar and spelling. Complete or almost complete adherence to the referencing and citing style as specified in the Assessment Brief.	Clear and appropriate structure. Very good presentation. Thoughts expressed clearly. Language fluent. Grammar and spelling accurate. Adherence to the referencing and citing style as specified in the Assessment Brief but with some errors.	Structure apparent but not always appropriate. Generally, well presented. Language mainly fluent. Grammar and spelling mainly accurate. References and citations do not adhere to the style as specified in the Assessment Brief, but they are consistent in style.	Some attempt at appropriate structure. Has presentation weaknesses. Meaning apparent, but language not always fluent. Some grammatical, spelling and/or typographical errors. References and citations are apparent but are inconsistent in style	Poorly structured. Has presentation weaknesses. Lacks clarity of expression and meaning often unclear. Several grammatical, spelling and/or typographical errors. References and citations are apparent but there are significant errors and inconsistencies.	No clear structure or logical progression of ideas. Poor presentation. Meaning unclear. Many grammatical, spelling and/or typographical errors. Little or no attempt at referencing and/or citing.

Coursework received late, without valid reason, will be regarded as a non-submission (NS) and one of your assessment opportunities will be lost.

What else is important to my assessment?

What is plagiarism?

“Plagiarism is the practice of presenting the thoughts, writings or other output of another or others as original, without acknowledgement of their source(s) at the point of their use in the student’s work. All materials including text, data, diagrams or other illustrations used to support a piece of work, whether from a printed publication or from electronic media, should be appropriately identified and referenced and should not normally be copied directly unless as an acknowledged quotation. Text, opinions or ideas translated into the words of the individual student should in all cases acknowledge the original source” ([RGU 2022](#)).

What is collusion?

“Collusion is defined as two or more people working together with the intention of deceiving another. Within the academic environment this can occur when students work with others on an assignment, or part of an assignment, that is intended to be completed separately” ([RGU 2022](#)).

For further information please see [Academic Integrity](#).

What is the Assessment Word Limit Statement?

It is important that you adhere to the Word Limit specified above. The Assessment Word Limit Statement lists what is included and excluded from the word count, along with the penalty for exceeding the upper limit.

What if I’m unable to submit?

- The University operates a [Fit to Sit Policy](#) which means that if you undertake an assessment then you are declaring yourself well enough to do so.
- If you require an extension, you should complete and submit a [Coursework Extension Form](#). This form is available on the RGU [Student and Applicant Forms](#) page.
- Further support is available from your Course Leader.

What additional support is available?

- [RGU Study Skills](#) provide advice and guidance on academic writing, study skills, maths and statistics and basic IT.
- [RGU Library guidance on referencing and citing](#).
- [The Inclusion Centre: Disability & Dyslexia](#).
- Your Module Coordinator, Course Leader and designated Personal Tutor can also provide support.

What are the University rules on assessment?

The University Regulation ‘[A4: Assessment and Recommendations of Assessment Boards](#)’ sets out important information about assessment and how it is conducted across the University.