

Part 1 Programme details

Programme titles	BA in Hospitality Management Studies Higher Certificate in Hospitality Management Studies
Existing programme titles and codes	BA in Hospitality Management DT460 Higher Certificate in Hospitality Management DT458 Higher Certificate in Hospitality Services Management DT451
Mode and duration of programme	BA – part-time (evening) three years in duration Higher Certificate – part-time
ECTS	240
TU Dublin award(s) sought	Bachelor of Arts in Hospitality Management Studies Higher Certificate in Hospitality Management Studies
Exit award sought	NA
Classifications of award(s)	Distinction; Merit Grade One, Merit Grade Two; Pass
School responsible	Hospitality Management & Tourism
Professional body accreditation and relevant dates (where applicable)	NA
External provider type (where applicable)	NA
Delivery location	TU Dublin City Campus – Cathal Brugha Street

Part 2 Programme approval information

Date of initial approval (of Q1A) by ORC's Academic and Research Committee	NA
Date of validation/review event	21 st & 22 nd March 2019
Date of approval by Academic Council and Governing Body	
Proposed date of commencement	September 2019

Part 3 Programme background/structure

Background

As part of the omnibus review of programmes within the School of Hospitality Management & Tourism it is proposed that the three existing part-time programmes in hospitality management listed above will be merged into one programme, with different modes of attendance, entry and exit routes. All three versions of this programme will have the same modules and the same structures.

Stated learning outcomes of the programmes

Higher Certificate in Hospitality Management

Knowledge:

On successful completion of this programme the learner will:

- be able to display the appropriate supervisory and managerial skills and knowledge to operate as managers and professionals in the hospitality industry both nationally and internationally
- demonstrate specialised knowledge of the broader hospitality industry and the operational areas that comprise this industry
- apply a broad awareness of theoretical concepts and thinking that underpins the theory and practice of hospitality operations
- develop a firm foundation in core management principles.

Know how & skill:

On successful completion of this programme the learner will:

- be able to identify, communicate and engage effectively with the stakeholders involved in the daily operation of a hospitality business
- demonstrate a comprehensive range of specialised skills and tools to address specific management problems, situations and contexts, within the hospitality industry at supervisory and management level.
- be able to utilise management, accounting, information technology, marketing, and communication skills and tools to formulate responses to well defined abstract problems relating to the hospitality industry

Competence:

On successful completion of this programme the learner will:

- be able to function and apply creative and technical skills in a range of varied and specified contexts within the hospitality industry at supervisory and managerial levels
- be able to act autonomously and to take responsibility for the work of others, the allocation of resources and to adopt a supervisory position in the multifaceted and complex hospitality context
- evaluate their own learning needs within a structured learning environment and, assist others in identifying their learning needs
- be able to express an internalised, personal world view, reflecting engagement with others
- demonstrate an ability to provide leadership and initiative as a team member and team leader
- show an awareness of the value of continuous personal development and be able to choose a career path within the hospitality industry or progress to higher level educational and training programmes.

BA in Hospitality Management

Knowledge

On successful completion of this programme the learner will:

- demonstrate specialised knowledge of theory and practice as applied to a diverse range of hospitality management functions.
- be able to apply a range of management concepts across a variety of integrated hospitality management areas.
- develop a firm foundation in advanced management principles.

Know-How & Skill

On successful completion of this programme the learner will:

be competent in the application of information technology, marketing and financial skills in a range of hospitality environments.

- be able to demonstrate the planning skills and decision-making abilities to participate in a hospitality management team.
- be capable of providing analysis of a business to ensure its success with the hospitality sector.

Competence

On successful completion of this programme the learner will:

- be competent in the application of diagnostic and creative skills in a variety of hospitality functions.
- be able to apply relevant leadership styles and be capable of taking responsibility for team building and goal achievement.
- demonstrate a capacity for self-directed learning and be able to participate effectively in team learning activities.
- develop an awareness of the importance of further education and life-long learning to career advancement.
- be able to articulate a personal world view, reflecting engagement and solidarity with other individuals and groups, both within and external to the hospitality industry.

Programme structure

Existing part-time provision in Hospitality Management now consists of an *ab initio* 180 ECTS ordinary degree delivered in the evening, a Higher Certificate with 120 ECTS delivered in the evening (the same as the first two years of the ordinary degree above) and a Higher Certificate with 120 ECTS delivered as a day release programme (the same as years of the ordinary degree above). All programmes include Industry Operations modules throughout that assess how students apply their learning to the workplace on a continuous basis.

Entry Requirements

- Minimum Number of five subjects in Leaving Certificate with minimum grade of O6/H7 in Leaving Certificate Maths and English or Irish.
- A minimum of one year full-time experience in the hospitality industry
- Current employment in the hospitality industry
- There is also a mature student entry route into the programmes.

Student assessment

In accordance with TU Dublin's General Assessment Regulations

Derogations from the General Assessment Regulations, including rationale for derogation and view of the Panel:

None sought.

Part 4 Review Details and Panel Membership

Schedule of meetings

Day 1 - Thursday 21 March 2019

Venue: Boardroom (3rd floor), Cathal Brugha Street

- | | |
|--------|---|
| 2.00pm | Introductory meeting between Panel and the Head of School, Assistant Heads of School and Programme Chairs. Brief presentation on nature of review and summary of main changes made. |
| 2.45pm | Private meeting of Panel to discuss agenda. |
| 3.45pm | Panel meets with Head of School, Assistant Heads of School and Programme Chairs to discuss the review and issues arising regarding the strategic direction of the programmes, programme management and other overarching matters. |
| 5.15pm | Panel meets with a group of current students and graduates. |
| 6.00pm | Tour of Facilities/Private meeting of the Panel. |
| 7.30pm | Dinner for Panel and School. |

Day 2 – Friday 22 March 2019

Venue: Boardroom (3rd floor), Cathal Brugha Street

- | | |
|---------|--|
| 9.00am | Private meeting of the Panel. |
| 9.30am | Meeting of Panel with staff teaching on undergraduate programmes to discuss such matters as syllabi, teaching methods and assessment issues. |
| 11.15am | Continuation of Meeting of Panel with staff teaching on undergraduate programmes to discuss such matters as syllabi, teaching methods and assessment issues. |

- 12.00pm Meeting of Panel with staff teaching on postgraduate programmes to discuss such matters as syllabi, teaching methods and assessment issues.
- 12.30pm Meeting with Head, Assistant Heads of School and Programme Chairs to discuss any outstanding matters/clarifications.
- 1.30pm Working lunch for Panel.
- 2.00pm Panel drafts its report.
- 4.00pm Final meeting of Panel with Head of School, Assistant Head of School and Programme Chairs to outline Panel findings.

Panel Membership

External Members

- Dr Tara Duncan Senior Lecturer, School of Technology & Business Studies, Dalarna University, Sweden
- Mr Ken Robinson CEO, Dublin City University Sport
- Dr Karen Silva Department Chair, International Hotel School in the School of Hospitality, Johnson & Wales University, USA

Internal Members

- Mr Kevin Gaughan (**Chair**) Assistant Head of School, Multidisciplinary Technologies, TU Dublin City Campus (Bolton Street)
- Dr Ruth Casey Assistant Head of School, Accounting & Finance, TU Dublin City Campus (Aungier Street)
- Mr John Walsh Assistant Head of School, Dublin School of Creative Arts, TU Dublin City Campus (Grangegorman)
- Ms Jan Cairns Quality Assurance Officer, TU Dublin City Campus, Park House, Grangegorman

Documentation submitted

Self study documents, Student Handbooks, annual monitoring reports (Q5s) including external examiner reports for each programme and an overview document summarising key revisions and all module descriptors, were made available to Panel members through Google Drive.

Part 5 Summary of Panel findings against key questions

Note: the Panel's findings (ie yes/no) and any additional comments against each of the key questions should be recorded below. Where a 'no' is recorded, an associated condition or recommendation should be included in Part 6, Findings of the Panel.

Is the market demand and need for the programme clear and articulated?	Yes
Are the aims, objectives and learning outcomes of the programme well-founded and clearly formulated?	Yes
Are the entry requirements clear and appropriate?	Yes
Are the arrangements for access, transfer and progression in accordance with University policy and NFQ?	Yes
Are the programme learning outcomes at the appropriate level as set out by the NFQ requirements?	Yes
Do the individual modules 'add up' to a coherent programme?	Yes
Are Graduate Attributes embedded within the programme?	Yes, the strategic approach to programme design based on Graduate Attributes is commended. See also Panel's recommendation regarding Graduate Attributes and sustainability.
Will the accumulation of the module learning outcomes result in the attainment of the programme learning outcomes?	Yes
Is there appropriate use of student-centred learning, teaching and assessment strategies, including the First Year Framework for Success checklist, which recognise the needs of diverse student groups?	Yes, see recommendations in relation to automated attendance monitoring
Do the curricula and teaching schemes in each module descriptor give realisable substance to the module's aims, objectives and learning outcomes?	Yes
Are the assessment methods and criteria aligned to the learning outcomes in each module?	Yes in general. However, see Panel's conditions/ recommendations in relation to group assignments.
Are facilities and resources, including staff, in place to support the delivery of the programme at the standard proposed?	The Panel is cognisant that the School is relocating to the Grangegorman Campus in 2020. The Panel also endorses recommendations made by School Review Panel in relation to staffing

	matters, including the Placement Officer and Marketing and Retention Officer posts, time allowances to support research and also HR policies and procedures.
Is there parity between off-campus/on-campus delivery (if applicable)?	NA
Are the roles and responsibilities of each partner clearly specified (if applicable)?	NA

Part 6 Recommendations of the Panel

The Panel recommends to Academic Council approval of the Bachelor of Arts in Hospitality Management Studies and the Higher Certificate in Hospitality Management Studies, at Levels Seven and Six respectively in the National Framework of Qualifications, subject to one condition and with several recommendations. The Panel also recommends approval of the transitional arrangements presented, given the School's intention to implement the proposed new programme structure from September 2019.

The Panel commends the School on the review process that took place in the School and the self-evaluation that was evident within the self study documents. It is also evident to the Panel that feedback received from students, external examiners and industry is taken on board. The Panel considers that the changes proposed have been well-considered and will have a positive impact on the programmes. It commends the strategic approach to programme design based on Graduate Attributes. The Panel also commends the School's continued strong emphasis on work placement/work-based learning within its programmes.

Condition

The Panel acknowledges that the School has given significant consideration to the matter of group assessments as evident within the self study document and that it has proposed a number of ways to address issues identified. However, the Panel is mindful of the serious concerns raised by students and graduates and considers that there is a lack of clarity as to how some of the actions identified will be implemented from September 2019. It considers that the following points are problematic and should be addressed:

- Students should not be allowed to opt for an individual project or assignment in final year modules where group projects/assignments are identified. A decision should be made as to whether these assessments are either group or individual assessments and this should align with the module learning outcomes.
- The Panel notes that it is intended that group assessments include peer assessment and an allocation of marks for the individual as well as a group mark. In order to ensure consistency here, the percentage of marks to be allocated in this way for group assessments and the assessment criteria to be followed should be clearly stated.

Recommendations

1. The Panel recommends that the School consider how to provide opportunities for further upskilling of those working in industry beyond Level Seven, including consideration of blended learning options.

1. The Panel notes that the topic of sustainability is embedded within modules. It recommends that a coordinated approach that links sustainability with Graduate Attributes would be beneficial, given its importance to industry and it also recommends that sustainability is more explicitly labelled within module titles.
2. The Panel supports the School's intention to establish an Industry Advisory Board. It agrees with the School that the role and purpose of the Board be clearly defined and it further recommends that the membership of the Board include School alumni.
3. The Panel recommends that the School should ensure that there is a coherent approach to digital competency across all modules.
4. Further to the condition regarding group assessments, the Panel recommends that the School should give further consideration as to how groups are formed and whether working in the same groups for the duration of the programmes is advisable. A considered and consistent approach is recommended. The Panel also recommends that the differences between groups and teams are explored and whether teamwork with its various assigned roles would be a better model for the School to adopt.
5. The Panel endorses the School Review's recommendation regarding disadvantaged part-time evening students, in terms of accessing various services including library opening hours, buildings, support services including Careers and Counselling.
6. The Panel endorses recommendations of School Review Panel regarding the Marketing & Retention Officer and Placement Officer and the need for these to be specialist posts.
7. The Panel recommends that the School should ensure that new and part-time staff including HPALs are made aware of School policies eg referencing guides.
8. The Panel recommends that the University prioritises a strategy for online and blended delivery including the identification of all necessary supports and resources.
9. The Panel endorses the School Review Panel's recommendation regarding the need for IS systems to support a modular system.
10. The Panel endorses School Review recommendation regarding HR processes and the need for processes to facilitate timely and appropriate recruitment of staff. It is the view of the Panel that these processes have negatively impacted on School activities.
11. The Panel commends staff research in School and research-informed teaching and it endorses the School Review recommendation that appropriate time allowances support this activity. The Panel considers that this recommendation should be directed to the University.