

5. Indicative resources

Hemzo, M.A. (2023) *Marketing Luxury Services: Concepts, Strategy, and Practice*. Palgrave Macmillan.

Kotler, P., Bowen, J.T. and Makens, J.C. (2010) *Marketing for Hospitality and Tourism*.

Module code	LHM503	Level	5		
Module title	Organisational Development				
Status	Core				
Teaching Period	Autumn/Spring				
Courses on which the module is taught	BA (Hons) Luxury Hospitality Management				
Prerequisite modules	None				
Notional learning hours	200	Credit value	20	ECTS Credits	10
Field trips?	.				
Additional costs	None				
Content notes	This module addresses equity, diversity and inclusion (EDI) within the hospitality industry, including discussions on sensitive topics such as discrimination, bias, and systemic inequalities.				

1. Module description

You will explore all aspects of organisational development with this comprehensive module, where you'll delve into vital practices such as talent selection, company culture management, and fostering progression. By engaging in this exploration, you'll gain a deeper understanding of how to identify and cultivate the right talent to drive organisational success. Moreover, you will learn strategies for nurturing a positive company culture that promotes collaboration, innovation, and employee satisfaction. Special attention is given to the importance of cross-cultural management, equipping you with the skills needed to navigate diverse work environments effectively. Additionally, you will explore principles of diversity, equity, and inclusion, recognising their crucial role in fostering a supportive and equitable workplace for all. Through this holistic approach to organisational development, you will emerge prepared to lead and contribute to thriving and inclusive work environments in the hospitality industry and beyond.

2. Learning Outcomes

Upon successful completion of this module, you will be able to:

Collaborate (MLO 1)

Collaborate and use appropriate networks to solve challenges associated with workplace development in the luxury hospitality space.

Communications (MLO 05)

Communicate complex Luxury Hospitality management people strategy in the context of multiculturalism and international operations.

Interdisciplinary Perspectives (MLO 09)

Investigate and apply regional legal restrictions and cultural morays as to how they impact people strategy in Luxury Hospitality settings.

Human & Environmental Impact (MLO 10)

Analyse the impact of Luxury Hospitality operational people strategy on the environment and job market landscape.

3.Learning and teaching methods, and reasonable adjustments

In this module, you will engage in a multifaceted learning experience through practical sessions, lectures, sight visits, and workshops. Practical sessions provide hands-on experience in various aspects of hospitality operations, while lectures offer theoretical foundations and industry insights. Sight visits to renowned luxury establishments allow you to observe operations first-hand and gain insights into best practices, while workshops focus on developing specific skills and competencies essential for luxury hospitality management. By integrating these diverse teaching methods, you will be equipped with the skills, knowledge, and mindset needed to excel in delivering exceptional service and creating memorable guest experiences in the luxury hospitality industry.

Learning hours			200
Directed learning			
Workshops/classes/ Seminars/ lead events	Supervision	Studio time	Other
48			
Guided/Self-guided learning			152

Reasonable adjustments will depend on a Student Support Agreement and will acknowledge accrediting body requirements. In urgent or serious situations, reasonable adjustments might be required before the Student Wellbeing & Disability Team has been able to complete a full assessment. This will usually be where a student has a severe or urgent condition and either communicates this condition to a member of staff or their behaviour is suggestive of an adjustment need. Staff may put temporary reasonable adjustments in place to support the student. These adjustments must then be promptly communicated to the Student Wellbeing & Disability Team by the staff member who made the temporary adjustments. The Student Wellbeing & Disability team will capture and confirm appropriate reasonable adjustments (which may include changing the temporary adjustments, adding in other adjustments and outlining the period of time for which they apply) in a Student Support Agreement ('SSA').

4.Assessments and weighting, reasonable adjustment, and feedback methods

Assessment component 1: Presentation

Weighting: 30%

Word Count or Equivalent: 5-7 Minutes

You will undertake a culture analysis of a luxury hospitality brand, presenting well documented analysis of how an organisation presents itself to potential workers. The assessment should include sources from both the organisation itself as well as publicly posted information from external parties. A general recommendation of the organisation's favourability as employer for students should be provided.

Assessment component 2: Workshop (Group Assessment)

Weighting: 70%

Word Count or Equivalent: 15 minutes or equivalent

Working as groups you will develop and present a development workshop or training to teach a process, method or practical service technique to you instructor and classmates. The submission must include a well thought out training plan and the workshop should be supported by well-designed peripheral materials to support the training.

Mapping of assessment tasks:

Assessment components	LO1	LO5	LO9	L10
Presentation		X		X
Workshop	X	X	X	

Allocation of marks for group work will be specified in the assignment brief.

Each summative assessment will be preceded by an opportunity of formative assessment accompanied by formative feedback.

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Meyer, D. (2006) *Setting the Table: The Transforming Power of Hospitality in Business*. Harper Collins.

Robbins, S. and Judge, T. (2023) *Organizational Behavior, Global Edition*. Pearson.

Woods, R.H. (2012) *Managing Hospitality Human Resources*. Ingram.