Bachelor of Tourism and Hospitality Management

Program Structure – Academic Handbook

2017

Program Overview and Subject Syllabus

Bachelor of Tourism and Hospitality Management

Contents

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1. Why Study Tourism and Hospitality Management?

The Australian Government agency, *Tourism Australia*, is responsible for attracting international visitors and researching the current trends of travellers visiting Australia. *Tourism Australia* reports that tourism is the nation's number one service export and a significant industry for Australia stating that the industry …

> … generates $94 billion in spending and contributes nearly $34 billion to Australia's GDP, directly employs over 500,000 people and earns nearly 10% of our total export earnings. It helps to fund critical economic infrastructure including airports, roads and hotels, and provides the people-to-people linkages to Australia's international interests and global networks. It also plays an important role in the economic development of regional Australia, with 46 cents in every tourist dollar spent in regional Australia".[1]

Service Skills Australia (2015)[2] state the tourism and hospitality sectors have the potential to be engines of the Australian economy. Tourism in particular has been singled out as one of Australia's '*Fantastic Five*' growth sectors over the next 20 years. As the nation's largest service export industry and predicted future growth – the prospect for job opportunities within the tourism and hospitality sector is substantial. The 2015 *Tourism Labour Force Report* identified that by 2020 ...

> … the tourism industry will need an additional 123,000 new employees, including 60,000 skilled workers. A key barrier in attracting and retaining workers in the industry is a perceived lack of long-term career options.[3]

A Bachelor degree in Tourism and Hospitality Management would offer graduates a wide choice of career options upon graduation. Qualifications in this growth industry also ensure graduates have an increased potential for long-term career development and leadership roles in this dynamic domain. Graduates are expected to be able to operate in hospitality as well as in tour operations and destination management.

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[1] Tourism Australia (2016) *Tourism 2020* Retrieved August 20th 2016 from http://www.tourism.australia.com/documents/Tourism_2020_overview.pdf

[2] Service Skills Australia (2015) Tourism, Travel and Hospitality retrieved on November 24th 2016 from https://www.serviceskills.com.au/sites/default/files/files/Environmental%20Scans/2015-SSA-Escan-TTH.pdf

[3] Australian Trade and Investment Commission (2016), Tourism Employment in Australia. Retrieved June 24, 2016 from https://www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/labour-and-skills

2.   Program Overview and Graduate Attributes

The *Bachelor of Tourism and Hospitality Management (BTHM)* prepares graduates for an entry level management position in either a tourism or hospitality organisation.   The curriculum draws on a broad range of academic, industry and government influences and the shared understanding about what is relevant to the needs of the various of stakeholders[4].

As an interdisciplinary field of study, tourism and hospitality has the input of a variety of disciplines including marketing, economics and law among others. The *BTHM* curriculum is designed with a two-pronged approach that acknowledges the fundamental nature of a practical and conceptual approach to study, while also recognising the importance of a variety of specialist fields that need to be incorporated in the curriculum.

The program is built on the concept of 'philosophic practitioner education' that acknowledges that the curriculum space needs to be 'socially constructed, dynamic and flexible'[5]. Subsequently, the *BTHM* program is designed with an expectation that students will graduate with a client focus while also understanding the relationship between economics and management of a sustainable industry, its host community and resources.

The program is delivered over a three-year period and consists of 24 subjects including two (2) industry-placement / industry-project subjects.   Students will be provided with opportunities to incorporate the theoretical aspects they have learnt into practical situations through these two work-integrated subjects. Graduates from this program will acquire a range of core attributes[6] that include discipline and industry-based experience and skills to encourage 'life-long learning'.

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[4] Australian Government Office for Learning and Teaching (2016) Setting the Standard: Establishing Threshold Learning Outcomes for Tourism, Hospitality and Events Higher Education in Australia Retrieved January 5th 2017 from http://www.olt.gov.au/project-setting-standard-establishing-threshold-learning-outcomes-tourism-hospitality-and-events-hig

5 Dredge, D, Benckendorff, P, Day, M, Gross, MJ, Walo, M, Weeks, P & Whitelaw, P (2012), 'The philosophic practitioner and the curriculum space', Annals of Tourism Research, vol. 39, no. 4, pp. 2154-2176.

[6] AAPoly Graduate Attributes – Teaching and Learning Committee June 2016

Upon graduation, BTHM students will be:

- Effective communicators and digitally literate
- Critical thinkers (problem solving, judgement, creativity and logic)
- Culturally aware global citizens
- Socially responsible
- Collaborative achievers (within a rapidly changing work environment)
- Career ready

These graduate attributes are aligned with *AAPoly's Graduate Attributes* in addition to advice provided by *Tourism Training Australia* (2016)[7] for pathways to success in the tourism and hospitality industry.

3. Distinctive Features of the Bachelor of Tourism and Hospitality Management (BTHM)

To ensure that graduates from this program are well-prepared for a career in tourism and hospitality, the *Bachelor of Tourism and Hospitality Management (BTHM)* degree is designed with an emphasis on case-based learning that builds progressively through the three-year degree. Real life case studies support theoretical learning for students. Visiting industry practitioners will share their knowledge and experience, and students will participate in field trips to gain first-hand experience of the contemporary context of tourism and hospitality.

Through industry consultations, subjects such as *Global Tourism and Hospitality Futures*, *Environmental and Cultural Tourism*, *Sustainable Operations and Destinations and Cost and Performance Management* expose students to emerging trends and issues that will impact on the tourism and hospitality landscape. *Digital Marketing* and *Innovation and Entrepreneurship* equip students with skills and knowledge to engage in the changing virtual landscape and apply their learning to the challenges of global business world. The capstone feature of this program is *Work Integrated Project*. This subject is offered in the final year of study and challenges students through industry engagement and the opportunity to identify and address current business and industry issues.

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[7] Tourism Training Australia (2016) , retrieved on October 4, 2016 from http://www.tourismtraining.com.au/Careers/careers.html

4. Program Structure

The dual-sector focus of the *Bachelor of Tourism and Hospitality Management (BTHM)* program aims to prepare graduates for the growing employment opportunities in both tourism and hospitality. The program will provide students with knowledge of each industry and an understanding of how these closely related sectors integrate, inter-relate and sustain each other.

The program comprises 24 subjects delivered over three years. Starting from broad-based business essentials subjects (first year), students will progress to discipline-specific subjects to acquire relevant management perspectives on the tactical and operational aspects of tourism and hospitality (second year). Towards the later part of the program, students will integrate their knowledge of both industries and apply them within a strategic and global perspective (third year). As a capstone feature, the students will complete two (2) work-integrated project subjects that apply their knowledge and skills to industry.

All provide a focus on growing industry segments. An example of a program that a student can select is listed below. The 24 subjects include 16 core (C) and eight (8) electives (E). This selected program has an emphasis on information systems (Year 1 elective) and event management (Year 2 elective).

First Year Subjects

1. AFA1105   Accounting for Management (E)
2. MGC1111   Communication and Study Skills (E)
3. MGE1108   Economics for Business (C)
4. MGK1103   Principles of Marketing (C)
5. MGL1112   The Business and Legal Environment (C)
6. MGM1101   Introduction to Management and Human Resources (E)
7. THB1104   Introduction to Tourism and Hospitality (C)
8. THT1113   Tourism and Hospitality Information Systems (E)

Second Year Subjects

1. MGM2111   Understanding and Managing Diversity (C)
2. THB2107   Work Integrated Learning (C)
3. THH2101   Accommodation Management (E)
4. THH2108   Managing Commercial Food Production (E)
5. THH2113   Hospitality and Tourism Services Management (C)
6. THT2106   Festival and Event Management (E)
7. THT2112   Digital Marketing for Tourism and Hospitality (C)
8. THT2114   Sustainable Operations and Destinations (C)

Third Year Subjects

1. MGM3107   Strategic Management in Tourism and Hospitality (C)
2. MGM3115   Innovation and Entrepreneurship in Tourism and Hospitality (C)
3. THB3116   Work-integrated Project (C)
4. THH3113   Cost and Performance Management for Tourism and Hospitality (E)
5. THT3111   Environmental and Cultural Tourism (C)
6. THT3112   Global Tourism and Hospitality Futures (C)
7. THT3114   Tourism Research and Analysis (C)
8. THT3119   Project and Event Management (C)

4.1   Core and elective subjects

The availability of core and elective subjects may vary each semester depending on demand. Students are able to study elective subjects that are offered within the *BTHM* program or alternatively, upon prior approval from the relevant Academic Coordinators or Academic Dean, elective subjects from other programs can be studied.

4.2   Recognition of Prior Learning or Advanced Standing

Prospective students who have completed post-secondary studies either in Australia or overseas are eligible to apply for recognition of prior learning or advanced standing. For more details, please refer to AAPoly's credit application procedure or contact Student Services. All credit applications must be submitted prior to enrolment. If credits are granted, the overall study duration of the course will be adjusted accordingly.

5.   Transition to the 2017 Program Structure

The *2017 BTHM Program Structure* has been progressively implemented since November 2015 (Semester 3). Students who were enrolled in March (Semester 1, 2016) and July (Semester 2, 2016) would study a 'transitional' program which is a combination of the initial program (pre-2017) and the revised structure (2017). It is expected that the transitional program will be phased out by July 2017 (Semester 2). All new students will enrol in the revised program structure from July 2017.

6.   Program and Subjects Overview (2017)

Award: Bachelor of Tourism and Hospitality Management

Program Code: BTHM

VTAC Code: Not applicable

Credit Points: 360

Duration: 3000 (EFTSL)

Contact Hours: Full-time: 12-16 hours per week

                 Part-time: 3-12 hours per week

7.   Program Requirements

A full-time student's workload in this program involves four (4) subjects of 15 credit points per semester. Contact hours will normally be 12 hours per week. Students need to gain a minimum of 360 credit points of which 16 subjects are mandatory (core). For students with advanced standing in disciplines other than Tourism and/or Hospitality, the Introduction to Tourism and Hospitality (THB1104) subject cannot be exempted and is a pre-requisite for most second year subjects.

The program is made up of a total of 24 subjects comprising 16 core and 8 electives. To fulfil the academic requirements of the *BTHM*, a student will complete an approved program comprising the following:

First Year Subjects - (*maximum of eight (8) First Year subjects*)

1.   AFA1105 Accounting for Management (E)
2.   MGC1111 Communication and Study Skills (E)
3.   MGE1108 Economics for Business (C)
4.   MGK1103 Principles of Marketing (C)
5.   MGL1112 The Business and Legal Environment (C)
6.   MGM1101 Introduction to Management and Human Resources (E)
7.   THB1104 Introduction to Tourism and Hospitality (C)
8.   THH1107 Food & Beverage Management (E)
9.   THT1113 Tourism and Hospitality Information Systems (E)

Second Year Subjects - (*maximum of eight (8) Second Year subjects*)

1. MGM2111 Understanding and Managing Diversity (C)
2. THB2107 Work Integrated Learning (C)
3. THH2101 Accommodation Management (E)
4. THH2108 Managing Commercial Food Production (E)
5. THH2113 Hospitality and Tourism Services Management (C)
6. THT2105 Tourism and Transport (E)
7. THT2106 Festival and Event Management (E)
8. THT2112 Digital Marketing for Tourism and Hospitality (C)
9. THT2114 Sustainable Operations and Destinations (C)

Third Year Subjects - (*maximum of eight (8) Third Year subjects*)

1. MGM3107 Strategic Management in Tourism and Hospitality (C)
2. MGM3115 Innovation and Entrepreneurship in Tourism and Hospitality (C)
3. THB3116 Work-integrated Project (C)
4. THH3102 Resort Development and Management (E)
5. THH3113 Cost and Performance Management for Tourism and Hospitality (E)
6. THT3111 Environmental and Cultural Tourism (C)
7. THT3112 Global Tourism and Hospitality Futures (C)
8. THT3114 Tourism Research and Analysis (C)
9. THT3119 Project and Event Management (C)

8. Calculation of Grade Average

Students will receive a point allocation for subjects completed on the following basis:

Grade	Description	Grade Points
HD	High Distinction	4 points
D	Distinction	3 points
C	Credit	2 points
P	Pass	1 point
F	Fail	0 point

9. Degree with Distinction

To be awarded a Degree with Distinction, a student must:

1. Pass all subjects at first attempt
2. Attain a HD grade in at least 50% of the 24 subjects required for the program
3. Attain at least a D grade assessment in 50% of the remaining subjects.

10. Subject Summaries

AFA1105   Accounting for Management (E)

Credit Points: 15

Prerequisites: Nil

This subject provides a comprehensive introduction to accounting concepts and skills, with particular emphasis placed on the use of accounting information in making business decisions. Students are provided with the opportunity to explore the accounting process from an end-user perspective to enable them to make informed decisions and to appreciate the limitations of financial information. The subject enables students to use financial information as a management tool for planning, control, motivation and decision-making.

MGC1111   Communication and Study Skills (E)

Credit Points: 15

Prerequisites: Nil

This subject introduces students to communication concepts, including those of a verbal and non-verbal nature, and how they impact on the effectiveness of the interaction and cooperation between individuals and in an organisational setting. It supports the essential skills needed for undergraduate study and explores fundamental concepts that are critical to the success of communication on a private, public and mass level. The relationship between theory, context and practice is also investigated.

MGE1108 Economics for Business (C)

Credit Points: 15

Prerequisites: Nil

This subject introduces students to the economic concepts, theories and relevant instruments that can be used in analysing and solving problems in the tourism and hospitality industry. It provides students with the opportunity to explore fundamental economic problems within a business environment. The subject enables students to learn both microeconomics concepts and principles (including demand and supply, pricing, factor markets, income distribution and market failure) and macroeconomic concepts and principles (including performance, structure and behaviour of the financial economy).

MGK1103 Principles of Marketing (C)

Credit Points: 15

Prerequisites: Nil

The theory and application of marketing in the tourism and hospitality industry are introduced in this subject. This provides students with the opportunity to integrate marketing concepts with hands-on problem solving through discussions, cases and projects. The subject enables students to learn about marketing processes, products and services and consumer needs within the overall marketing environment.

MGL1112 The Business and Legal Environment (C)

Credit Points: 15

Prerequisites: Nil

This subject introduces students to a contextual understanding about the relationship between the conduct of successful business operations and accompanying regulation. The interdisciplinary approach of this subject provides students with the opportunity to understand the legal and regulatory environment. The introduction of business concepts and application to an organisational situation and its accompanying legal context is also explored.

MGM1101   Introduction to Management and Human Resources (E)

Credit Points: 15

Prerequisites: Nil

Students are introduced to management and human resource management principles, practices and functions, and how they impact on the effectiveness of organisations and individuals in this subject. It provides students with the opportunity to explore fundamental management concepts within a business environment, an understanding of its relevance and how these theories are applied. Human resources, the relationship of people to organisations, its relevance issues to organisational management are a key part of this subject.

THB1104   Introduction to Tourism and Hospitality (C)

Credit Points: 15

Prerequisites: Nil

The tourism and hospitality domain, its various industry and sector relationships as well as its role as a driver of economic growth are introduced to students in this subject. This platform provides students with the opportunity to explore fundamental concepts including how the tourism industry functions as an integrated system. It introduces students to conceptual relationships of hospitality, travel and visitor services and their connectivity, while meeting demand with its supply of tourism products and services.

THH1107   Food & Beverage Management (E)

Credit Points: 15

Prerequisites: Nil

Students are introduced to principles that underpin food and beverage operations. It provides students with the opportunity to explore fundamental concepts and skills required in the management of food and beverage operations. The subject introduces students to the main processes and controls in food and beverage management; the key legal and regulatory requirements; and developments in the external environment that may impact on the strategic approach to managing this function.

THT1113   Tourism and Hospitality Information Systems (E)

Credit Points: 15

Prerequisites: Nil

This subject introduces students to web design and to develop their digital literacy. The content addresses tourism and hospitality information technology, strategic management of information and its synergy. The subject provides students with an opportunity to explore information technology in industry and its applications to travel intermediaries, transport and consumer access to tourism and hospitality information systems. Government tourism office use of information systems, international travel networks and emerging trends are also investigated. The development of a functional web page provides students with an opportunity for practical engagement.

MGM2111   Understanding and Managing Diversity (C)

Credit Points: 15

Prerequisites: THB1104 and MGM1110 (preferred)

This subject introduces students to a contextual understanding relating to the various issues that may arise from possible problematic encounters between individuals and organisations owing to different cultures, abilities and viewpoints. The subject provides students with the opportunity to explore diversity and its implications for personal, managerial and organisational behaviour.

THB2107   Work Integrated Learning (C)

Credit Points: 15

Prerequisites: Completed all core Year 1 subjects and two core Year 2 subjects

The subject provides students with the opportunity to obtain the skills and knowledge necessary to access work-based professional employment in the tourism and hospitality sector. Students complete an intensive preparation phase and following successful completion of this may be required to undertake a five (5) day placement in an appropriate role in a related organisation. The main goal of this subject is to equip students with a comprehensive understanding of aspects of organisational practice and response drawn from practical experience in the workplace. This subject also provides a valuable insight into the industry workplace and supports students' career readiness for future employment prospects.

THH2101   Accommodation Management (E)

Credit Points: 15

Prerequisites: THB1104

The theories and processes of management in the accommodation sector are a key emphasis in this subject. This provides students with the opportunity to apply concepts, procedures and practice regarding service excellence in the accommodation environment. This enables students to learn via a dimensional understanding of operational management from initial reservations through to departure; use of technologies to support these functions; and the principles and skills that enable the provision of quality guest services.

THH2108   Managing Commercial Food Production (E)

Credit Points: 15

Prerequisites: THB1104 and THH1107 (preferred)

The principles of management and operational structures of commercial food and beverage production are the focus of this subject. Students are also provided with the opportunity to creatively apply concepts regarding management and technical challenges in quantity food management and production.

THH2113   Hospitality and Tourism Services Management (C)

Credit Points: 15

Prerequisites: THB1104

Students are introduced to the primary product and key deliverables in the tourism and hospitality sector: service. The subject provides students with the opportunity to creatively apply concepts regarding operational excellence in an environment marked by deregulation with exposure to social and ethical dilemmas.

THT2105   Tourism and Transport (E)

Credit Points: 15

Prerequisites: THB1104

This subject progresses students understanding of the existing relationship between transport and the tourism sector and seeks to develop an awareness of the dependencies of both industries from a business and economic perspective. It provides students with the opportunity to consider the impacts of complementary and collaborative activity and

symbiotic business relationships. This enables students to learn the important role of diverse modes of transport and the prospect of enhancing the visitor experience while moving tourists locally and globally. Students will learn how various modes of transport and their inter-mobility determine the success of regional and global tourist circuits.

THT2106   Festival and Event Management (E)

Credit Points: 15

Prerequisites: THB1104

This subject introduces students to a contextual understanding of the strategic and operational skills necessary for appropriate event, facility and venue management. The subject provides students with the opportunity to explore the event management process, venue/facility characteristics and associated management issues, current practices and trends.

THT2112   Digital Marketing for Tourism and Hospitality (C)

Credit Points: 15

Prerequisites: THB1104 and MGK1103 (preferred)

Students are introduced to the various aspects of the changing virtual landscape, and how digital and interactive technologies might be integrated into the marketing mix for tourism and hospitality. It provides students with the opportunity to creatively apply traditional marketing concepts and principles with contemporary information technology tools to enhance the promotion of modern tourism and hospitality businesses.

THT2114   Sustainable Operations and Destinations (C)

Credit Points: 15

Prerequisites: THB1104 and MGE1108 (preferred)

This subject develops students' understanding of the various contemporary concerns regarding the natural/ecological and social environments within the tourism and hospitality domain. It also seeks to develop an awareness of these factors from a business and economic perspective. The subject provides students with the opportunity to consider industry activity impacts, and how these might also foster changes in host communities.

Note: All Year 3 subjects can only be attempted after successful completion of all Year 1 subjects and a minimum number of Year 2 subjects.

MGM3107   Strategic Management in Tourism and Hospitality (C)

Credit Points: 15

Prerequisites: Completed four (4) Year 2 subjects

This subject equips students with the necessary knowledge to be able to compare, contrast and evaluate the key concepts of the strategic management process. The main goal of this subject is to provide students with a comprehensive understanding of the necessary analytical approaches that guide the formulation and implementation of organisational strategy. It also provides students with the opportunity to explore and analyse influencing factors that may have an effect on the strategic process and how to integrate the knowledge drawn from other subjects in the program, including the use of analytical models and practical tools, to develop a strategy for a tourism or hospitality organisation.

MGM3115   Innovation and Entrepreneurship in Tourism and Hospitality (C)

Credit Points: 15

Prerequisites: Completed four (4) Year 2 subjects

This subject equips students with necessary knowledge to be able to compare, contrast and evaluate the fundamentals of entrepreneurship and new venture planning and implementation as they may be applied to the tourism and hospitality industry. The main goal is to introduce students to successful entrepreneur characteristics so as these may be critically appraised and evaluated towards successful business outcomes.

THB3116   Work-integrated Project (C)

Credit Points: 15

Prerequisites: Completed all Year 1 and 2 subjects; concurrent with Year 3 subjects

This capstone subject provides students with the opportunity to apply the knowledge and skills acquired in the program to real-world situations. Students have industry engagements with relevant host organisations and undertake project assignments focussing on actual contemporary business issues. The main goal of this subject is to equip students with a comprehensive understanding of aspects of organisational practice and response drawn from practical experience in the workplace.

THH3102   Resort Development and Management (E)

Credit Points: 15

Prerequisites: Completed all Year 1 and four (4) Year 2 subjects

This subject equips students with necessary knowledge surrounding the functional differences between hotel venue categories. The main goal is to equip students with a comprehensive understanding of aspects of strategy and analysis for sustainable organisational operations. It also provides students with the opportunity to explore and analyse organisational structures of various resorts and its genesis based on the prevailing locational aspects of their physical environment and operational strategic fit.

THH3113   Cost and Performance Management for Tourism and Hospitality (E)

Credit Points: 15

Prerequisites: AFA1105 (preferred) and/or completed four (4) Year 2 subjects

Cost and revenue management within the hospitality and tourism industry is the key focus of this subject. The subject has been specifically designed to examine what business leaders must know in order to manage revenue, costs and strategies in order to be successful. Students are provided with the opportunity to explore techniques in analysing costs, demand pricing, revenue optimising strategies and budget and forecasting processes. The subject's emphasis is that it provides solid quantitative skills that the student will be able to take to the business world. The curriculum content enables students to perform the calculations and practice decision making skills that are used in the field. The student will be encouraged to use these hands-on processes to develop their management techniques in controlling inventories and pricing.

THT3111   Environmental and Cultural Tourism (C)

Credit Points: 15

Prerequisites: Completed four (4) Year 2 subjects

This subject equips students with the necessary knowledge surrounding the relationship of tourism and hospitality with the ecological, economic and socio-cultural environments. The main goal of this subject is to provide students with a comprehensive understanding of the dual nature of balancing tourism development while ensuring prosperity of the host community and its geographic and cultural setting. The opportunity to explore and analyse influencing factors that act on sustainable development, management, policy and practice while being culturally sensitive, empathetic and environmentally conscious is a key focus.

THT3112   Global Tourism and Hospitality Futures (C)

Credit Points: 15

Prerequisites: Completed all Year 1 and 2 subjects; concurrent with Year 3 subjects

This subject equips students with the necessary knowledge to be able to compare, contrast and evaluate the relationship between strategies and organisational planning in the contemporary tourism and hospitality environment. The main goal of this subject is to equip students with a comprehensive understanding of how future tourism professionals might appropriately respond to critical issues such as development restraint versus attraction access/enhancement, and government and industry initiatives within the sector.

THT3114   Tourism Research and Analysis (C)

Credit Points: 15

Prerequisites: Completed four (4) Year 2 subjects

This subject equips students with the necessary knowledge on how to compare, contrast and evaluate a range of research, analytical and critical thinking techniques in order to source, identify and evaluate tourism and hospitality projects and ventures. The main goal of this subject is to equip students with a comprehensive understanding of the approaches to the collection, interpretation and analysis of information. The emphasis is on developing a sound understanding of research as a necessary process in the current business environment.

THT3119   Project and Event Management (C)

Credit Points: 15

Prerequisites: THT2106 (preferred) and completion of four (4) Year 2 subjects

This subject equips students with the necessary understanding of the various steps in the project management process and its application to events. The goal is to introduce students to the various sequential steps in project and event legacy management.

11. Assessment Methodology

The *Bachelor of Tourism and Hospitality Management (BTHM)* is designed so that students would be able to demonstrate their abilities with advanced knowledge and inquiry as follows:

1.   Students exhibit interest and motivation to learn about current as well as future issues within the tourism and hospitality industry.

2. Demonstrate competent communication skills, the ability to synthesise issues and, through critical thinking, demonstrate problem-solving capacity.

3. Acquire new knowledge through research skills facilitated by exposure to applied research problems, research process and industrial work.

4. Incorporate new knowledge, share this knowledge with their peers and as a result expand their overall discipline knowledge base.

11.1 Assessment Approach

To achieve the program objectives, the following strategies were considered in the *BTHM* program design:

- Development of progressive problem solving skills through subject design and the variety of assessment types.
- Fostering research inquiry through the development of research skills and critical thinking through exposure to appropriate problems, studies as well as industry engagements.
- Collaborative effort through knowledge building and sharing that are both assessable and non-assessable, and through the use of the eLearning platform.

12. Progressive Learning

First year subjects provide students with business essential knowledge that are vital for further learning in tourism and hospitality disciplines. Subsequent Year 2 and Year 3 subjects are designed to provide students with opportunities to gain a management perspective on tactical and operational aspects. Students are required to demonstrate that they are able to apply concepts and theories learnt in Year 1 to synthesise tactical and operational issues in tourism and hospitality. There will be three strategic subjects (*Innovation and Entrepreneurship in Tourism & Hospitality; Strategic Management in Tourism and Hospitality* and *Global Tourism and Hospitality Futures*) that facilitate students' strategic insight and international perspective. The two work-integrated subjects (*Work Integrated Learning* and *Work Integrated Project*) allow students to practice what they have learnt in a real-world business environment under the guidance of academics and professionals.

In terms of learning outcomes, the subjects within the *Bachelor of Tourism and Hospitality Management* program are tailored with an order of thinking skills that are designed using Bloom's Taxonomy. A guideline on learning outcomes based on this theoretical construct is as follows:

Year 1
- 70% Knowledge
- 30% Comprehension and application

Year 2
- 40% Knowledge and Comprehension
- 30% Application
- 30% Analysis

Year 3
- 30% Comprehension and application
- 30% Analysis and synthesis
- 40% Evaluation and creating

13. Research Inquiry

It is the objective of the program design that students develop an interest to enquire contemporary issues of relevance to their studies. Each subject from Year 2 includes topics either on:
- exposure to current and/or future challenges,
- current industrial practices, and
- emerging trends.

Students will acquire a solid understanding of research processes and methods in Year 3 through subjects such as *Tourism Research and Analysis*. Complementing this research framework are additional topics such as *Global Tourism and Hospitality Futures* which provide a further overview of predicted scenarios for future strategic direction. The program

will instil students with the motivation for new knowledge acquisition as well as application of knowledge acquired.

To ensure contemporary and relevant content of the *BTHM* program, subject delivery methods are systematically reviewed through student and teaching evaluations and industry inputs. Industry practitioners, guest lecturers, field trips, research projects, case studies, reflective journals as well as industrial engagements (through work-integrated projects) ensure the *BTHM* program is consistent with current academic and industry requirements and aligned with the graduate attributes that are necessary for successful pathways into the tourism and hospitality industry.

In summary, research inquiry is instilled through the following mechanisms:

a. Topics covered to heighten students' interest to learn more about the industry/sector(s).
b. Assessment types requiring students to formulate critical thinking and problem-solving skills
c. Teaching methods that encourage reflective thinking.

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