



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BA (Hons) Hospitality & Hotel Management

Module Handbook – Semester One 2026

Module Title: Financial Management for the Hotel Industry / D

Module Code: BMIH5013 / D

LEVEL 5

Module Lead:
Dr. Ernest Balutie Wavei

Email: e.wavei@uwtsd.ac.uk

Financial Management for the Hotel Industry – Semester One 2026

Welcome to this generic overview handbook for Financial Management for the Hotel Industry-Semester One 2026.

To get the best out of this module, it is vital that you engage with the themes explored and this module handbook should be read in conjunction with supplementary information and materials available on Moodle and your Teams page and together with information and instructions delivered by your module tutor.

AIM(S)

- To develop a critical understanding of the terms and principles used within Financial Management
- To encourage and develop the student's ability to interpret key financial information for budgeting, performance measurement and evaluation techniques.

INDICATIVE CONTENT

- The role of the Finance Manager and Finance Team
- Develop an understanding of basic financial terminology, with a focus on USALI.
- An Introduction to budgeting (types and usage), and the difference between a budget and a forecast
- The uses of the 3 key documents and how they impact business operations (P&L, balance sheet and cash flow statement). Who is responsible for what within a hospitality organisation?
- Understanding costs and cost management
- An exploration of Methods of Investment (ROCE, performance measurement, NPV, risk, inflation and the cost of capital)
- Working Capital
- How taxation impacts business
- Current trends in management information
- Familiarisation with the financial press
- Accounting software systems used within hotel/hospitality environments.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Analysis of Financial Report(s) to assess business performance.	2000 words	50%

Assessment Component 2

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written Business Report	2000 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

Module Code	BMIH5013/D	
Module Title	Financial Management for the Hotel Industry	
Classification	Reading List entry	Electronic*
Essential	Laws J. (2018) Essentials of financial management; Liverpool University Press	☒
Essential	Walker, J.R. (2021) <i>Introduction to hospitality</i> . Eight, Global edition. Harlow, England: Pearson.	☐
Essential	Guinding,C.(2013) Accounting Essentials for Hospitality Managers, London, Taylor and Francis	☒
Essential	Drury C (2021) (11 th Ed) Management and Cost Accounting, London, Prentice Hall	☐
Essential	Walker J (2021) Introduction to Hospitality, Harlow, Pearson	☒
Further	Atrill P, McLaney E (2021) Management Accounting for Decision Makers, FT Prentice Hall	☒
Further	Atrill P, McLaney E (2015) Management Accounting for Decision Makers, FT Prentice Hall	☒
Further	Kolitz, D.L. and Kolitz, M. (2023) <i>A concepts-based introduction to financial accounting</i> . 7th edition. Cape Town: Juta & Company, Limited.	☐
Further	Jagels,M. (2007) Hospitality Management Accounting, London, Wiley.	☐
Further	Pius, A. (2020) <i>Contemporary management approaches to the global hospitality and tourism industry</i> . Edited by A. Pius, H.H. Alharahsheh, and A.A. Adesanmi. Hershey, Pennsylvania: IGI Global.	☒
Further	Seal W, Garrison RH, Noreen E (2008) Management Accounting, McGraw Hill	☐
Further	Tranter,K. Stuart-Hill,T. Parker,J. (2014) Introduction to Revenue Management for the Hospitality Industry, London, Pearson	☒
Further	Wild J (2018) Fundamental Accounting Principles, New York, McGraw Hill	
Journals	Accountancy	☒
Journals	International Journal of Business and Accountancy	☒
Journals	International Journal of Business, Management and Accounting	☒
Journals	International Journal of Business, Accounting, and Finance	☒
Websites	Accountancy Age	☒
Websites	The Financial Times	☐
Websites	ACCA (https://www.accaglobal.com)	☒

Week	Time	Lecture content – main themes to be covered	Supporting material	Assessment	Assessment submission date
Week 1 29/09/26	9AM -1PM TUESDAY	Introduction to the Module Financial terminology General overview of assignments	Presentation Module Handout	Assessment 1&2 Module Handout	
Week 2 06/10/26	9AM -1PM TUESDAY	Introduction to Supply and Demand Market Position	Presentation Group Discussion Group Activities	Assessment 1&2 Module Handout	
Week 3 13/10/26	9AM -1PM TUESDAY	Key Characteristics of the Hospitality Industry and Financial Management Implications Role of the Finance Manager and Finance Team	Presentation Videos Group Discussion Group Activities		
Week 4 20/10/26	9AM -1PM TUESDAY	Cost structure	Presentation Group Discussion Individual Activity		
W/C 26/10/26	READING WEEK-NO CLASSES				
Week 5 03/11/26	9AM -1PM TUESDAY	Introduction to budgeting Working capital management			
Week 6 10/11/26	9AM -1PM TUESDAY	Risk Management and Financial Strategies Assessment one support	Presentation Videos Group Discussion Group Activities		
Week 7 17/11/26	9AM -1PM TUESDAY	Revenue Management	Presentation Videos Group Discussion Group Activities	Assignment 1 Analysis of Financial Reports	Thursday, 19th November 2026 23:59PM
Week 8 24/11/26	9AM -1PM TUESDAY	Analysing Financial statements: Nature and format of balance sheet Nature and format of income statement. Profit and Loss and financial stability	Presentation Group discussion		
Week 9 01/12/26	9AM -1PM TUESDAY	Profit and Loss and financial stability	Presentation Videos Group Discussion Group Activities		
Week 10 08/12/26	9AM -1PM TUESDAY	Break even analysis	Presentation Videos Group Discussion Group Activities	<i>Assessment 2 Hand Out WC 12/12/2026</i>	
Xmas break					
Week 11 12/01/27	9AM -1PM TUESDAY	Assignment workshop	One to one student appointments	Assignment 2 Business Report	Thursday, 14th January 2027 23:59PM
Week 12	9AM – 1PM TUESDAY	Module Feedback and Evaluation			

LEVEL 5 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	BA Hospitality and Hotel Management		
Module:	Financial Management for the Hotel Industry		
Module code:	BMIH5013/D	Contribution to Overall Module Assessment (%):	50% (1 of 2)
Lecturer:	Dr. Ernest Balutie Wavei	Internal Verifier:	Neil Dyer
Assignment Title:	Assessment 1: Analysis of Financial Report	Word count (or equivalent):	2,000
Submission deadline:	Draft Deadline: Wednesday 12th November, 17:00pm Thursday 19th November 2026, 23:59pm	Return date of provisional marks & written feedback:	2nd January 2027
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark: Work which is submitted up to 1 week late will be capped at 40% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		
Work over the word limit:	To support fairness and good academic writing, each assessment has a set word limit. It's important that you stay within this limit. The word limit helps ensure: - You write clearly and concisely. - All students complete the assessment on an equal basis. If You Go Over the Word Limit If your work exceeds the word limit, the following penalties will normally apply. These deductions cannot take your mark below the pass mark for the module.		

	Amount Over Limit	Penalty Applied
	Up to 10% over	No penalty
	10%–25% over	5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)
	26%–50% over	10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)
	Over 50%	Mark capped at the pass mark
Examples (Undergraduate): • A mark of 44% would be reduced to the pass mark of 40% if the work is 10–25% over. • A mark of 49% would be reduced by 5 marks to 44%. • A mark of 47% at 25–50% over would be reduced to 40%. • A mark of 55% at 25–50% over would be reduced by 10 marks to 45%. If You Are Under the Word Limit If your work is significantly under the word limit, you may lose marks because your submission may not contain enough detail to meet the learning outcomes. Feedback If a word-limit penalty is applied, this will be stated clearly in your feedback, along with the reason.		

Module Learning Outcomes (from module syllabus)

LEARNING OUTCOMES

The student should be able to:

- critically analyse and evaluate the informational requirements of management, particularly in relation to decisions involving revenues, costs and other financial criteria using appropriate methods and techniques;
- demonstrate a critical understanding of how to monitor and evaluate financial performance within the Hotel Industry.

TASK DESCRIPTION

Assessment 1 – Due Thursday 19th November 2026, 23:59pm

Essay – 2000 words (+/- 10%)

Business Essay – Analysis of Marriott International, INC.

In this assessment, you will be tasked with conducting an in-depth analysis of a prominent player in the hospitality industry: Marriott International, INC.

The objective of this business essay is to evaluate Marriott International's financial performance and provide a perspective on the financial effects and their relevance on management decisions and policies.

Task Description:

Your task is to write a comprehensive essay that critically examines Marriott International's financial performance over the past three years. This means you will need to collect, analyse, and evaluate data to provide a clear understanding of how the company has performed financially and what this indicates for its future. The essay should cover the following key areas, though you may include additional relevant insights:

1. Brief Overview:

Start by providing a concise description of Marriott International, INC. Include information such as the company's history, operations, global presence, and core business activities. This sets the context for your analysis.

2. Total Revenue:

Analyse the company's total revenue over the last three years. Identify trends—has revenue increased, decreased, or remained stable? Explain the sources of revenue (e.g., room bookings, food & beverage, loyalty programs, franchising) and the factors that have driven growth or caused declines, such as market conditions, global events, or company strategies.

3. Market Position:

Examine Marriott's market positioning. Consider its market share, the types of customers it attracts (customer demographics), and how the brand is perceived in the industry. You should discuss how Marriott compares to competitors and what makes it stand out in the hospitality sector.

4. Growth Potential:

Evaluate the company's potential for growth. Identify opportunities in new or existing markets and factors that could drive expansion. Specifically, provide a critical assessment of Marriott's potential expansion into mature markets in 2026, considering both risks and benefits.

5. Recommendations:

Based on your analysis, provide one well-reasoned recommendation for Marriott International regarding its planned expansion into mature markets in 2026. Your recommendation should:

- Align with your analysis of revenue, market position, and growth potential.
- Be justified with evidence from your research (financial data, market reports, or case studies).
- Clearly explain why your recommendation would support Marriott's strategic objectives.

Research and Resources: To complete this task successfully, you are expected to incorporate industry-specific terminology, standards, and best practices. Make sure to reference reliable

sources, such as academic articles, industry reports, and financial statements of the company. Proper citation and referencing in the Harvard style are essential.

References & In-text citations

You must use credible sources for your research from online sources, textbooks, media, and industry journals to support your report.

Additional Guidance:

- **Research Skills:** Demonstrate the ability to research, evaluate, and use relevant information from credible sources. This includes gathering data on the subject matter, analysing findings, and applying evidence to support arguments in your work.
- **Referencing:** Accurate acknowledgment of all sources used in your work, following Harvard citation style. Proper referencing demonstrates academic integrity and allows others to trace your sources.
- **Report Writing and Planning:** Structure your work clearly, organise ideas logically, and communicate information effectively. Planning includes outlining sections, defining objectives, and ensuring the work flows coherently.
- **Time Management:** plan and use time efficiently to complete tasks by set deadlines. Good time management helps balance research, writing, revision, and submission while maintaining quality.

Assignment Format and Requirements:

Your report should include the following sections:

- Title Page (Not included in word count)
- Executive Summary (Not included in word count)
- Table of Contents (Not included in word count)
- Introduction **(300 words)**
- Main Findings (with relevant sub-headings) **(1100 words)**
- Conclusion **(200 words)**
- Recommendations **(400 words)**
- Reference List (a minimum of 20 references) (Not included in word count)

Formatting Requirements:

- Use Microsoft Word with Arial, Calibri, or Times New Roman font, size 12, 1.5 line spacing, and justified text.
- In-text citations must be used throughout the report.

Use of Generative AI in Assessment

RESEARCH	For this assessment, you can use Generative AI to support you in research and data analysis.	Yes ☒ No ☐
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☒ No ☐
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including getting suggestions to rephrase your work.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	☐

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

NOTE: The guidance offered below is linked to the five generic assessment criteria overleaf.

1. Engagement with Literature Skills /15

Your work must be informed and supported by scholarly material that is *relevant* to and *focused* on the task(s) set. You should provide evidence that you have accessed an appropriate *range* of sources, which may be academic, governmental, and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the *credibility* of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide *evidence* of your research/own reading throughout your work, using a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.

Guidance specific to this assessment: Report should contain a minimum of 20 in text citations – which will be supported by the attached reference list according to Harvard referencing principles.

2. Knowledge and Understanding Skills /20

At level 5, you should be able to demonstrate: sound knowledge and critical understanding of the well-established concepts and principles of the subject area and the way in which those principles have developed; knowledge of the main methods of enquiry in the discipline. *Knowledge* relates to the facts, information, and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. meaningfully to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding.

Guidance specific to this assessment: Display an understanding of the financial performance of the hotel's operations. To be able to evaluate and interpret information gathered using information learned in class as well as supported by independent learning.

3. Cognitive and Intellectual Skills /25

You should be able to critically analyse information, and propose solutions to problems arising from that analysis, including the critical evaluation of the appropriateness of different approaches to solving problems. Your work must contain evidence of logical, analytical thinking, evaluation, and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? At all times, you must provide justification/evidence for your arguments and judgements. Evidence that you have reflected upon the ideas of others within the subject area is crucial to you providing a reasoned and informed debate within your work. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts, with an understanding of the limits of knowledge, and how this influences analyses and interpretations. Sound, valid conclusions are necessary and must be derived from the content of your work. Where relevant, alternative solutions and recommendations may be proposed.

Guidance specific to this assessment: To effectively evaluate the hotel, demonstrating the ability to identify key aspects of its operations and relate these to the existing literature through analysis and critical discussion.

4. Practical Skills /25

At level 5, you should be able to use/deploy a range of established techniques within the discipline and apply underlying concepts and principles outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. You should be able to demonstrate how the subject-related concepts and ideas relate to real world situations and/or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts, some of which may be creative. This is likely to involve, for instance, the use of real-world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others based on stated criteria. You should show awareness of the limitations of concepts and theories when applied in particular contexts.

Guidance specific to this assessment: *Display a clear knowledge and rationale of how the approaches and principles discussed are practically implemented by the hotel organisation from the context of Financial Management.*

5. Transferable Skills for Life and Professional Practice /15

Your work must provide evidence of the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making. This includes demonstrating: professional development to advance existing skills and acquire new competences that will enable you to assume significant responsibility within organisations; that you can initiate and complete tasks and procedures, whether individually and/or collaboratively; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.

Guidance specific to this assessment: *You should write a report in a recognised format. All writing should be academic style, formal, focused, concise and subject specific. It should use a font of Arial 12 point, Calibri 12 point or Times New Roman 12 point, and have 1.5 line spacing. All graphs, charts, and figures in the main body must be clearly referenced beside or beneath. Where possible they should not be on separate pages but should be incorporated within the text.*

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
	15	
2. Knowledge and Understanding Skills		
	20	
3. Cognitive and Intellectual Skills		
	25	
4. Practical Application Skills		
	25	
5. Transferable Skills for Life and Professional Practice		
	15	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late (40% Max)		

Student name:		Student ID number:									
Programme:	BA Hospitality and Hotel Management										
Module:	Financial Management for the Hotel Industry										
Module code:	BMIH5013	Contribution to Overall Module Assessment (%):	50% (2 of 2)								
Lecturer:	Dr. Ernest Wavei	Internal Verifier:	Neil Dyer								
Assignment Title:	Assessment 2: Written Business Report	Word count (or equivalent):	2,000								
Submission deadline:	Draft Deadline: Thursday 7 th January, 17:00pm Thursday 14 th January 2027, 23:59pm	Return date of provisional marks & written feedback:	6 th February 2027								
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark: Work which is submitted up to 1 week late will be capped at 40% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.										
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.										
Work over the word limit:	To support fairness and good academic writing, each assessment has a set word limit. It's important that you stay within this limit. The word limit helps ensure: - You write clearly and concisely. - All students complete the assessment on an equal basis. If You Go Over the Word Limit If your work exceeds the word limit, the following penalties will normally apply. These deductions cannot take your mark below the pass mark for the module. <table><tr><th>Amount Over Limit</th><th>Penalty Applied</th></tr><tr><td>Up to 10% over</td><td>No penalty</td></tr><tr><td>10%–25% over</td><td>5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)</td></tr><tr><td>26%–50% over</td><td>10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)</td></tr></table>			Amount Over Limit	Penalty Applied	Up to 10% over	No penalty	10%–25% over	5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)	26%–50% over	10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)
Amount Over Limit	Penalty Applied										
Up to 10% over	No penalty										
10%–25% over	5 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)										
26%–50% over	10 mark deduction <i>or</i> reduction to the capped mark (whichever is the smaller penalty)										

	Over 50%	Mark capped at the pass mark
	Examples (Undergraduate):	
	• A mark of 44% would be reduced to the pass mark of 40% if the work is 10–25% over. • A mark of 49% would be reduced by 5 marks to 44%. • A mark of 47% at 25–50% over would be reduced to 40%. • A mark of 55% at 25–50% over would be reduced by 10 marks to 45%.	
	If You Are Under the Word Limit	
	If your work is significantly under the word limit, you may lose marks because your submission may not contain enough detail to meet the learning outcomes.	
	Feedback	
	If a word-limit penalty is applied, this will be stated clearly in your feedback, along with the reason.	
Module Learning Outcomes (from module syllabus)		
The student should be able to:		
• critically analyse and evaluate the informational requirements of management, particularly in relation to decisions involving revenues, costs and other financial criteria using appropriate methods and techniques; • demonstrate a critical understanding of how to monitor and evaluate financial performance within the Hotel Industry.		

TASK DESCRIPTION

Assessment 2 – Due Thursday 14th January 2027, 23:59pm

Written Business Report – 2000 words (+/- 10%)

Case Study: Oak Resort Hotel

Introduction: The Oak Resort Hotel, featuring restaurants, bars, wellness facilities, safari experiences and event spaces on the coast, was once a thriving destination for domestic and international travellers seeking relaxation and premium experiences. However, in recent years, the resort has experienced declining revenue, occupancy, guest satisfaction and repeat business. The owner is concerned about its long-term viability and has commissioned your expertise to determine whether the business can be recovered through an evidence-based turnaround strategy.

Market Analysis:

- The coastal resort market is highly competitive, with newer lifestyle and luxury properties offering innovative experiences, technology and sustainable operations.
- Guest expectations have shifted towards personalised, digital and environmentally responsible experiences.
- Recent reviews highlight inconsistent service, outdated facilities and limited differentiation.

Scope and Objectives: The primary objectives of this assessment are to:

- Analyse the Oak Resort Hotel's financial performance over the past three years (using the financial statements below).
- Identify the key factors contributing to declining profitability, considering real-world events, changing consumer behaviour and the current economic environment.
- Develop a comprehensive turnaround strategy to improve financial performance, enhance guest satisfaction and restore the resort's competitive position, and determine the most viable financial outcome.

Income Statement (in GBP)

Item	2023	2024	2025
Revenue	£1,200,000	£1,100,000	£950,000
Operating Expenses	£900,000	£950,000	£1,100,000
Net Income	£300,000	£150,000	-£150,000

Balance Sheet (in GBP)

Asset/Liability	2023	2024	2025
Cash and Equivalents	£100,000	£80,000	£20,000
Accounts Receivable	£50,000	£40,000	£30,000
Property and Equipment	£2,000,000	£2,000,000	£1,800,000
Total Assets	£2,150,000	£2,120,000	£1,850,000
Accounts Payable	£30,000	£40,000	£50,000
Long-term Debt	£1,500,000	£1,500,000	£1,500,000
Total Liabilities	£1,530,000	£1,540,000	£1,550,000
Equity	£620,000	£580,000	£300,000

Additional Financial Information:

- Average Room Rate (ARR):
 - 2023: £260
 - 2024: £240
 - 2025: £210
- Occupancy Rate:
 - 2023: 65%
 - 2024: 60%
 - 2025: 50%

References & In-text citations

You must use credible sources for your research from online sources, textbooks, media, and industry journals to support your report.

Research and Resources:

- **Research Skills:** Demonstrate the ability to research, evaluate, and use relevant information from credible sources. This includes gathering data on the subject matter, analysing findings, and applying evidence to support arguments in your work.
- **Referencing:** Accurate acknowledgment of all sources used in your work, following Harvard citation style. Proper referencing demonstrates academic integrity and allows others to trace your sources.
- **Report Writing and Planning:** Structure your work clearly, organise ideas logically, and communicate information effectively. Planning includes outlining sections, defining objectives, and ensuring the work flows coherently.
- **Time Management:** plan and use time efficiently to complete tasks by set deadlines. Good time management helps balance research, writing, revision, and submission while maintaining quality.

Additional Guidance:

- Include a brief background section about the Oak Resort hotel, outlining its level of service, and its unique selling points.
- Ensure your report clearly links theory and practice by incorporating relevant concepts discussed in class and insights gained through independent research.
- Focus on analysing the financial performance and the key reasons behind the decline in profitability rather than providing a purely descriptive overview. Provide real-world examples to support your analysis and industry best practices where possible.
- Ensure that your recommendations are realistic and practical.

Assignment Format and Requirements:

Your report should include the following sections:

- **Title Page** (Not included in word count)

- **Executive Summary** (Not included in word count)
- **Table of Contents** (Not included in word count)
- **Introduction**
 - Brief background of chosen hotel, purpose of report, and outline of what will be covered. **(300 words)**
- **Main Findings**
 - Market analysis of changing customer preferences: **300 words**
 - Analysis of the hotel financial performance over the past three years: **400 words**
 - Key reasons behind the decline in profitability: **300 words**
- **Conclusion**
 - Summarise key points and overall effectiveness of guest service strategies. **(300 words)**
- **Recommendations (400 words)**
 - Provide practical, feasible comprehensive strategy to revitalise the hotel's financial health restore its reputation as a premier vacation destination or most viable financial outcomes. Please note that recommendations should be based on your key findings and new information should not be introduced.
- **Reference List** (a minimum of 20 references) (Not included in word count)

Other Requirements:

- Use Microsoft Word with Arial, Calibri, or Times New Roman font, size 12, 1.5 line spacing, and justified text.
- In-text citations must be used throughout the report.

Use of Generative AI in Assessment

(Lecturer to indicate Yes or Not against each element)

RESEARCH	For this assessment, you can use Generative AI to support you in research, including searching for bibliography, using tools to summarise, compare and interrogate materials.	Yes ☒ No ☐
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☒ No ☐
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including rephrasing of your own work within specific standards.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	☐

NOTE: The guidance offered below is linked to the five generic assessment criteria overleaf.

1. Engagement with Literature Skills /15

Your work must be informed and supported by scholarly material that is *relevant* to and *focused* on the task(s) set. You should provide evidence that you have accessed an appropriate *range* of sources, which may be academic, governmental and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the *credibility* of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide *evidence* of your research/own reading throughout your work, using a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.

Guidance specific to this assessment: *Report should contain a minimum of 10 in text citations – which will be supported by the attached reference list.*

2. Knowledge and Understanding Skills /20

At level 5, you should be able to demonstrate knowledge of the underlying concepts and principles associated with your area(s) of study. *Knowledge* relates to the facts, information and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding.

Guidance specific to this assessment: *Display a clear understanding of the key reasons behind the decline in the business, along with the financial implications and create a potential solution/turnaround strategy.*

3. Cognitive and Intellectual Skills /30

You should be able to present, evaluate and interpret qualitative and quantitative data, in order to develop lines of argument and make sound judgements in accordance with basic theories and concepts of your subject(s) of study. You should be able to evaluate the appropriateness of different approaches to solving problems related to your area(s) of study and/or work. Your work must contain evidence of logical, analytical thinking. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? You should provide justification for your arguments and judgements using evidence that you have reflected upon the ideas of others within the subject area and that you are able to make sound judgements and arguments using data and concepts. Where relevant, alternative solutions and recommendations may be proposed.

Guidance specific to this assessment: *accurately analyse the financial performance of the business from the provided data and provide the financial ratios that will enable you to make informed decisions on potential turnaround strategies.*

4. Practical Skills /20

At level 5, you should be able to apply the basic underlying concepts and principles to evaluate and interpret these within the context of your area of study. You should be able to demonstrate how the subject-related concepts and ideas relate to real world situations and/or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts. This is likely to involve, for instance, the use of real-world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others based on stated criteria.

Guidance specific to this assessment: *you will need to consider contemporary trends and themes that are occurring within hospitality industry today, as well as demonstrating an understanding of current socio-economic realities which are currently impacting the UK.*

5. Transferable Skills for Life and Professional Practice /15

Your work must provide evidence of the qualities and transferable skills necessary for employment requiring the exercise of some personal responsibility. This includes demonstrating that you can communicate the results of your study/work accurately and reliably, and with structured and coherent arguments; that you can initiate and complete tasks and procedures, whether individually and/or collaboratively; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.

Guidance specific to this assessment: *You should write a report in a recognised format. All writing should be academic style, formal, focused, concise and subject specific. It should use a font of Arial 12 point, Calibri 12 point or Times New Roman 12 point, and have 1.5 line spacing. All graphs, charts, and figures in the main body must be clearly referenced beside or beneath. Where possible they should not be on separate pages but should be incorporated within the text.*

STUDENT FEEDBACK FORM INDIVIDUAL EXERCISE

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
	15	
2. Knowledge and Understanding Skills		
	20	
3. Cognitive and Intellectual Skills		
	30	
4. Practical Application Skills		
	20	
5. Transferable Skills for Life and Professional Practice		
	15	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late (40% Max)		
	Over 1 week late (0%)		

GENERIC ASSESSMENT CRITERIA-BOTH ASSESSMENTS

Level 5

In accordance with the Framework for Higher Education Qualifications, at the end of Level 5 students will be expected to have developed sound knowledge and critical understanding of the well-established concepts and principles in their field of study, and of the way in which those principles have developed. They will have learned to apply those concepts and principles more widely outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. They will have knowledge of the main methods of enquiry in the subject area, and ability to evaluate critically different approaches to problem solving. They will possess an understanding of the limits of their knowledge, and how this influences their analyses and interpretations. They will be able to use a range of established techniques to initiate and undertake critical analysis of information, and to propose solutions to problems arising from that analysis. They will be able to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences, and deploy key techniques of the discipline effectively. They will be able to undertake further training, develop existing skills and acquire new competences that will enable them to assume significant responsibility within organisations. They will have the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.

Level 5	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
Engagement with literature (including reading, referencing, academic conventions and academic honesty)	Little or no evidence of reading and/or reliance on inappropriate sources. Views and findings mostly unsupported and non-authoritative. Referencing conventions used	Poor engagement with essential reading. No evidence of wider reading. Reliance on inappropriate sources, and/or indiscriminate use of sources. Heavily reliant on information gained through class contact. Inconsistent and	Engagement with a limited range of mostly relevant and credible sources. Some omissions and minor errors. Referencing conventions evident though not always applied	Engagement with an appropriate range of literature, including sources retrieved independently. Some over-reliance on texts. Referencing may show minor inaccuracies or inconsistencies.	Engagement with a wide range of literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing, with no/very few	Engagement with an extensive range of relevant and credible literature. Consistently accurate application of referencing.	Exceptional engagement with an extensive range of relevant and credible literature. High-level referencing skills consistently applied.

Level 5	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	incoherently or largely absent.	weak use of referencing.	accurately or consistently.		inaccuracies or inconsistencies.		
Knowledge and understanding (Sound knowledge and critical understanding of the well-established concepts and principles in their field of study; knowledge of the main methods of enquiry in the discipline.)	Major gaps in knowledge with unsatisfactory, uncritical understanding of the subject matter. Much irrelevant material. Substantial inaccuracies. Significantly flawed understanding of the main methods of enquiry in the discipline.	Fragmentary knowledge, with only superficial critical understanding. Some significant inaccuracies and/or irrelevant material. Incomplete or partially flawed understanding of the main methods of enquiry in the discipline.	Limited but adequate knowledge and critical understanding of the well-established concepts and principles within the subject area, with a few gaps in the selection of material. A narrow critical understanding of the main methods of enquiry.	Knowledge is reasonably detailed and accurate. A good critical understanding of the well-established concepts and principles and the main methods of enquiry, with minor gaps in the selection of material.	Knowledge is reasonably extensive. Exhibits very competent critical understanding of the well-established concepts and principles of the subject and the main methods of enquiry. Breadth and depth of knowledge.	Excellent, detailed knowledge and highly critical understanding of the well-established concepts and principles of the subject and the main methods of enquiry.	Exceptionally detailed knowledge and outstanding critical understanding of the well-established concepts and principles of the subject and the main methods of enquiry. May go beyond established theories.
Cognitive and intellectual skills (Critical evaluation and analysis of concepts and principles; argument and judgement; the limits of their knowledge, and how this influences their	Wholly or almost wholly descriptive work. Little or no critical evaluation and analysis of concepts and principles. Failure to develop	Largely descriptive work, with superficial use of critical evaluation and analysis of concepts and principles. Weak development of arguments and judgements. Information	Limited attempt at critical evaluation and analysis of concepts and principles, tending towards description. Some evidence to support arguments and	Some critical evaluation and analysis of concepts and principles, though descriptive in parts. An emerging awareness the limits of their	Sound critical evaluation and analysis of concepts. Is selective in the range of evidence used and synthesises rather than describes. Ability to devise arguments that	Excellent critical evaluation and analysis of concepts and principles leading to logical, evidence-based, reasoned arguments and judgements. Explicit	Outstanding critical evaluation and analysis of concepts and principles. Uses evidence exceptionally well to connect ideas, and support highly logical and persuasive, arguments and judgements. Evidence of independent thought and ability to 'see beyond the question', suggesting a clear grasp of the broader field and wider concepts. Perceptive recognition

Level 5	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
analyses and interpretations.)	arguments, leading to illogical or invalid judgements. Unsubstantiated generalisations or opinion, made without use of any credible evidence.	accepted uncritically, uses generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and contradictory.	judgements but these may be underdeveloped, with a little inconsistency / mis-interpretation or failure to fully recognise limits of knowledge.	knowledge and ability to use evidence to support the argument though with some tendency to assert/state opinion rather than argue on the basis of reason and evidence. Mostly valid arguments and logical judgements.	show awareness of different stances, and use evidence convincingly, to support appropriate and valid judgements.	recognition of other stances and a strong awareness of the limits of their knowledge. A capacity for independent thought and ability to 'see beyond the question', suggesting some grasp of the broader field and wider concepts.	of the limits of their knowledge, and how this influences their analyses and interpretations.
Practical skills (Apply underlying concepts and principles more widely outside the context in which they were first studied; use a range of established techniques; propose solutions to problems arising from analysis.)	Limited or no use of established methods, materials, tools and/or techniques. Little or no appreciation of the context of the application. Limited understanding of	Rudimentary application of established methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of	An adequate awareness and mostly appropriate application of established methods, materials, tools and/or techniques. Basic appreciation of the context of the application.	A good and appropriate application of established methods, materials, tools and/or techniques. Clear appreciation of the context of the application. Mainly consistent,	A very good application of a range of established methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive insights.	An advanced application of a range of established methods, materials, tools and/or techniques. The context of the application is well considered, and insightful.	Exceptional levels of application and deployment skills using established methods, materials, tools and/or techniques. Consistent, accurate and logical application of theory to practice, making highly developed links between the two. Can identify routine and non-routine problems and propose quite sophisticated, creative solutions outside the context in which they were first studied.

Level 5	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	the application of theory to practice or making appropriate links between the two. Very weak problem-solving skills outside the context in which they were first studied.	the context of the application. Weak understanding of the application of theory to practice, with only occasional evidence of making appropriate links between the two. Weak problem-solving skills outside the context in which they were first studied.	Theoretical knowledge and understanding applied in practice, but not always making logical links between the two. Can identify problems and propose basic solutions outside the context in which they were first studied.	accurate and logical application of theory to practice, making appropriate links between the two. Can identify problems and propose mostly appropriate solutions outside the context in which they were first studied.	Consistent, accurate and logical application of theory to practice, making appropriate links between the two. Can identify problems and propose appropriate solutions outside the context in which they were first studied. Evidence of some creativity.	Consistent, accurate and logical application of theory to practice, making well-developed links between the two. Can identify problems and propose excellent, creative solutions outside the context in which they were first studied.	
Transferable skills for life and professional practice (Effectively communicate in a variety of forms to specialist and non-specialist)	Communication medium is inappropriate or misapplied. Work is poorly structured, disorganised and/or confusingly	Communication medium is poorly designed and/or not suitable for the audience. Work is poorly presented in a disjointed manner. It is	Can communicate in a suitable medium for the audience but with some room for improvement. Mostly ordered presentation and	Can communicate effectively in a suitable medium for the audience, but may have minor errors. Mostly coherent, organised work,	Can communicate well, confidently and consistently in a suitable medium for the audience. Work is coherent, fluent,	Can communicate professionally confidently and consistently in a suitable medium for the audience. Work is coherent, very	Can communicate with an exceptionally high level of professionalism, highly suitable for the audience. Work is exceptionally coherent, very fluent and is presented professionally. Can work exceptionally well within a team, showing leadership skills.

Level 5	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
audiences; the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.)	expressed. Very weak use of language and/or very inappropriate style. Failure to work effectively as part of a group. Little or no evidence of the skills for employment requiring the exercise of personal responsibility and decision-making.	loosely, and at times incoherently, structured, with information and ideas often poorly expressed. Weak use of language and/or inappropriate style. Flawed approach to group work, meeting only partial obligations to others. Limited evidence of the skills for employment requiring the exercise of personal responsibility and decision-making.	structure in which relevant ideas / concepts are reasonably expressed. Work may lack coherence in places. Can work as part of a group, meeting most obligations to others but perhaps with limited involvement in group activities. Demonstrates the basic skills for employment requiring the exercise of personal responsibility and decision-making, with some areas of minor weakness.	in a suitable structure and is for the most part clearly expressed. Can work effectively independently and/or as part of a team, with clear contribution to group activities. Demonstrates the skills for employment requiring the exercise of personal responsibility and decision-making, with some areas of strength and some of minor weakness.	well-structured and organised. Can work very well autonomously and/or as part of a team, with very good contribution to group activities. Demonstrates very good skills for employment requiring the exercise of personal responsibility and decision-making, with just occasional minor weakness.	fluent and is presented proficiently. Can work autonomously with initiative. Where relevant can work professionally within a team, showing leadership skills as appropriate, and meeting obligations. Demonstrates excellent skills for employment requiring the exercise of personal responsibility and decision-making and an appetite for further development.	Demonstrates exceptional skills for employment requiring the exercise of personal responsibility and decision-making and an appetite for further development.

