



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

200
1822 - 2022

BA International Hotel Management

Placement Research Project
[BMIH6006/8]

Week 1

Introduction to Module &
the Suggested Structure
of the Report

Module Lead : Kathryn Flynn

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

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Register





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Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

You must join via a laptop or PC/MAC -No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

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International Hotel Management Absence Policy

- Expects full-time students to attend all lectures and placement on a regular basis.
- The University does not sanction students taking holidays during term time.
- All absences must be reported in the first instance to their individual module tutor where possible at least 24 hours in advance, or in emergency circumstances prior to the start of the planned lecture.
- Students are expected to obtain medical evidence if absence is due to ill-health and to submit that evidence to the Module Tutor, copying in the Programme Manager.
- Any student who claims absence due to circumstances beyond their control **MUST** apply to the University by completing an ECP form (available on the Hwb). The decision as to whether an absence can be condoned will be made by the University **not** the module tutor nor the Programme Manager.
- **Students who do not engage in lectures or miss the attendance register will be marked as absent.**
- If students leave before the end of any timetabled session the module tutor will note that fact on the attendance register and the student will be deemed as not having attended that session.

Meet the Lecturer

Kathryn Flynn

kathryn.flynn@uwtsd.ac.uk

Welcome

This term:

8 Weeks of student / tutor contact

Lectures – 9:00am-1:00pm

One assignment for this module

Module handbook available on Moodle

Today's Objectives

1. Provide an overview to the module - Module Aims / Indicative Content / Assignment Task / Module Assignment Deadline.
2. Discuss the hotel placement research (assignment) structure.
3. Report context.
4. How to formulate a research topic.
5. How to write: Report Chapters

Introduction of the PLACEMENT RESEARCH PROJECT (Handbook Review)

- Module Aims
- Indictive Content
- Module Assignment Deadline
- Assignment Task

Module Handbook

Aim:

- The module will enable the student to produce a substantial body of work which has been instigated, developed, and produced because of their own initiative and will allow an opportunity for independent research.
- The topic will arise from **individual interest** from the professional hotel **placement period** and will require the student to undertake an independent **research investigation**.
- In this context it will also aim to allow the student to apply a range of **analytical skills and techniques** and to **develop research-based skills** by undertaking structured and methodical research.

INDICATIVE CONTENT:

- Defining the research question, defining research aims and objectives
- Definitions of research methodology
- Research Techniques: The role of theory, experimental research design, qualitative, quantitative methods, action research, software applications
- Survey Research Design: Interview technique, selection of samples, questionnaire design, structural interview
- Quantitative & Qualitative Analysis: Origins & practice, case studies, written sources, text analysis packages, use of statistical packages and software
- Achieving research rigour, understanding bias, use of appropriate analytical tools, caveats of interpretation, drawing conclusions
- Developing a research proposal
- Planning and starting research; searching data and research data sources.
- Defining research aims and objectives
- Defining and choosing research methodologies
- Undertaking survey research and design; research proposal design
- Evaluating applied research methods
- Analytical methods and techniques/data analysis
- Synthesis of research data and cognitive reasoning.

Assignment Task – Refer to Handbook.

Assignment Task:

Students are to produce a 7500 word 'Placement Research Project'.

Task Specifics:

Students are to critically investigate a “specific topic” that directly relates to the completed hotel placement experience.

NB: Students MUST use their placement hotel as the primary case study for this piece of work.

Students are to:

Gather, evaluate and analyse relevant information;

Structure material in a logical and coherent order;

Present research work in a consistent manner according to the instructions of the brief;

Make appropriate conclusions that are supported by the evidence and analysis of the research work;

Forward practical recommendations for development / change / improvement.

Assignment Submission



Report Assignment must be submitted to Moodle via the **correct** Turnitin portal by the deadlines set.



If you submit your assignment 7 days late you **will be capped at 40%**. If you submit your assignment more than 7 days late you will receive 0.

IMPORTANT : Module Deadlines

Ethic form submission

Friday

23rd

January 2026

By 23:59PM

Final submission

Thursday 26th February 2026

By 23:59PM

TUTOR SUPPORT / Module Advice

General research methods workshops at the start of term (Wk 1+ 2), this will be further supplemented by individual tutorial sessions where necessary (Wks 3-8).

Over the “eight week” research process, students are required to undertake *significant self-directed study and investigation* into their chosen ‘project’ area.

Research Project workshops and Supervision

Week 1-2: Workshops on how to approach the Hotel Research Project:

Week 1: Workshop: An Overview of the Research Project, Structure, and Chapter 1 Introduction, Chapter 2 Literature Review, Chapter 3 Methodology

Week 2: Workshop: Chapter 4 Findings and Discussion, and Chapter 5 Conclusion and Recommendations

Week 1 + 2 = Forward via email, details of the proposed research for topic approval. Once approved, completion of the Ethics Form is then required.

***Ethics Form Submission - Friday 23rd January 2026 By 23:59PM**

Week 3-7 Writing/Supervision Time available for 1-to-1 sessions. Bookable by email at least 24 hours in advance. These sessions will be held on the scheduled class day of your Research Project module between **9:00 AM and 1:00 PM**.

***Final Submission - Thursday 26th February 2026 By 23:59PM**

Generating Ideas - Research Questions

Consider: **Who, Why, What, Where, When and How???**

What area are you going to look at linked to your placement hotel?

Initially focusing on the above questions in relation to a particular hotel industry issue, will help formulate your final project idea.

Your Research Topic Formulation

Group Discussion Task:

1. **Share any intriguing observations or experiences from your placement that you believe warrant further examination or research?**
2. Why do you think those areas are important to address within the hotel industry?

Note: Identifying areas of interest based on your placement can serve as a valuable starting point for formulating a research idea.

What is a 'GOOD' Topic?

Clear and Focused:

The topic should be specific enough to **explore in depth**, yet broad enough to find **sufficient resources**. It should clearly define what the paper will address without being too vague or overly general.

Researchable and Feasible:

The topic must have **enough available resources and data** to support thorough research, but also be manageable within the given time frame and word limit. A well-chosen topic balances ambition with practicality.

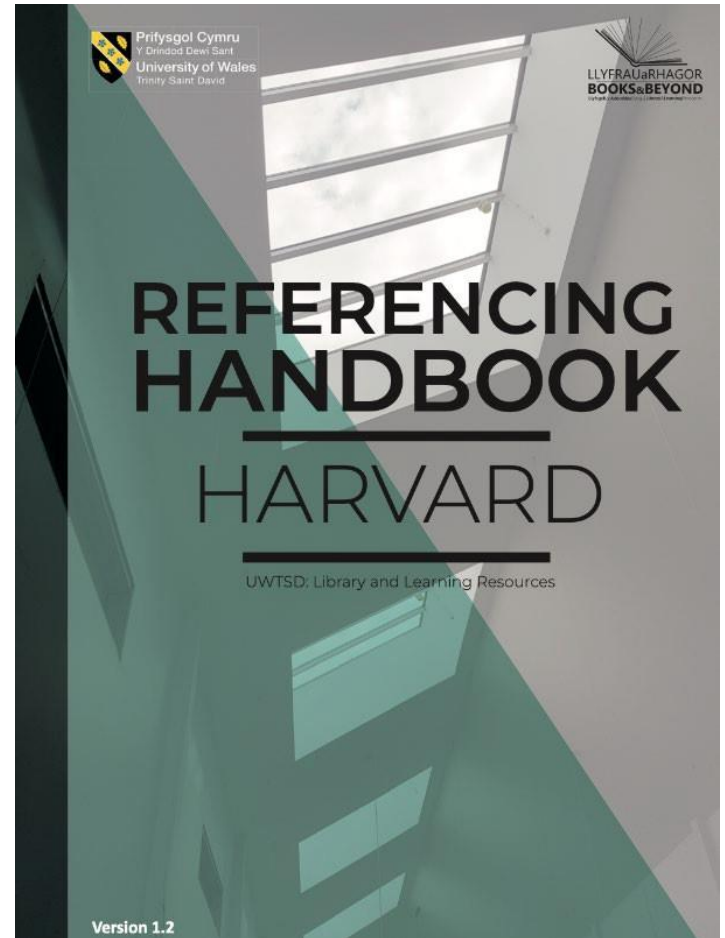
Engaging and Significant:

The topic should be interesting not only to the writer but also to the audience. It should contribute **meaningfully to the academic discussion**, addressing important issues, trends, or challenges in the field.

Tips for you: the same topic has been studied by different authors in various regions or contexts.

Research and the Importance of Referencing

- Available in Online Library, Moodle & in Teams files
- Please refresh your knowledge from the Business Skills module



Credible Sources

- IoH Library
- UWTSD Online Library

Databases, e.g. NewsBank, MarketLine etc.

Leganto Reading Lists

- Google Scholar and Google Books
- Academic books and journals

 Peer-reviewed

Reminder: Do & Don'ts

Do

- Credible newspapers

e.g. The Financial Times

- Credible websites

e.g. Forbes, VisitBritain

- Credible magazines

e.g. The Caterer

Don't

- Wikipedia

- Tabloids

e.g. The Sun, The Daily Mirror

- “dodgy websites”

Reading List:

See Handbook for Full List!

INDICATIVE READING LIST

Module Code	BMIH6008	
Module Title	Hotel Placement Research Project	
Classification	Reading List entry	Electronic*
Essential	Collis, J & Hussey, R (2014), <u>Business Research, A Practical Guide for Undergraduate and Post Graduate Students</u> , Palgrave, London	☒
Essential	Saunders, M., Lewis, P. and Thornhill, A. (2012) <u>Research Methods for Business Students</u> , FT/Prentice Hall: Harlow	☒
Essential	Cottrell, S. (2014) <i>Dissertations and project reports : a step by step guide</i> . New York: Pallgrave.	☒
Essential	Veal, A J (2006), <u>Research Methods for Leisure and Tourism</u> , 3 rd Ed, Financial Times/ Prentice Hall	☐

Academic Support

InfoSkills

- Finding and using information
- Referencing and plagiarism

infoskills@uwtsd.ac.uk

Study skills support is available to all University of Wales Trinity Saint David students who need assistance with their studies.

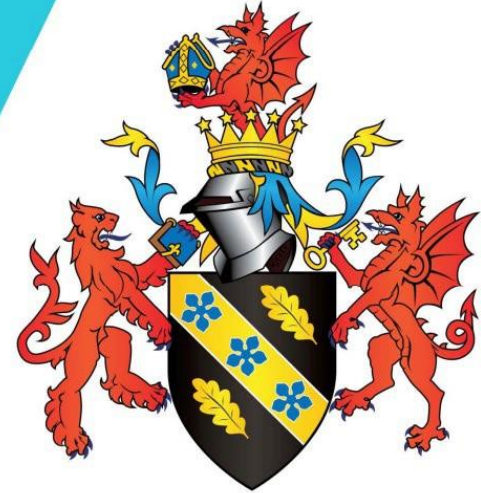
- Academic writing
- Avoiding plagiarism
- Critical thinking
- Exam revision
- Planning and organisation
- Presentation skills
- Referencing
- Researching

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Academic Misconduct Policy



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TURNITIN : Similarity Score

Be mindful of the score flagged up on the similarity report!!

Turnitin will note all sources – eg: Reports written by other students / ChatGPT etc.....

REMEMBER:

To support the completion of the 'Placement Project Report', students will be allocated a Research Supervisor – that's ME!

The Student-Supervisor Relationship

Your Supervisor (**Kathryn Flynn**)

- NB: Your supervisor is there to guide you, not to do or write your report for you.

Responsibilities of the Student:

- To adhere to the **Project Plan timetable** and inform your supervisor of any problems.
- To supply a complete final draft to the supervisor in sufficient time for reading / comment.

Reminder:

PROJECT PLAN TIMETABLE

Week1-2: Workshops about how to approach the Project Report

Week3-7: Writing Time (lecture time available for individual and mini group sessions - bookable in advance by email (24 hours prior to session))

Week 8: **Module Review / Recap.**

Draft Submission Deadline: **one week** before final deadline - (week of 16th Feb).

FINAL Submission Deadline : Thursday 26th February 2026 23:59PM

HOW TO APPROACH THE REPORT?

Let's segmentize this 7500-word essay
into mini tasks!

Structure for writing the Research Project

Topic/title page

Abstract

Declaration

Contents/Table of Contents

Acknowledgements

Chapter 1 Introduction

Chapter 2 Literature Review

Chapter 3 Methodology

Chapter 4 Findings and Discussion

Chapter 5 Conclusion and Recommendations

References

Structuring the Research Project

Topic: Clearly state the focus, scope, and purpose of the study.

Abstract/Executive Summary: Concisely outline the purpose, key findings, and recommendations of the research project. **(500 words)**

Contents/Table of Contents: The contents page should list the different sections and/or headings together with the page numbers.

Chapter 1 Introduction: Clearly present a concise background to the research project. It should include an overview of the case study, highlighting the hotel brand, its location, the key theme or topic to be explored within the study and associated research objective or question. **(500 words)**

Chapter 2 Literature Review: Critically and systematically analyse existing research and scholarly literature related to the selected topic and identify research gaps. **(1200 words)**

Structuring the Research Project

Chapter 3 Methodology: Present an overview of the Case Study Methodological approach, supported by academic sources to explain its advantages, limitations, and associated techniques. Explain any significant methods employed, such as primary, secondary, or mixed method data collection, providing a comprehensive discussion of their relevance and application. **(600 words)**

Chapter 4 Findings and Discussion: The findings section should present a comprehensive and detailed presentation of results. Objective reporting of what was found organised by themes. **(1,500 words).**

The discussion section should critically interpret and analyse the research findings in relation to the existing literature, addressing the research topic, research objective or research question, exploring implications, acknowledging limitations, and pointing out valuable areas critical to the placement hotel operation. **(1,500words).**

Structuring the Research Project

Chapter 5 Conclusions:

Conclusion: highlight the key findings and essential points from the research work. It should serve to reiterate the most critical aspects discussed in the research, emphasising the key findings. **(900 words)**

Recommendations: Based on the findings, insights, and experiences acquired during the placement, provide a set of well-informed recommendations to support the placement hotel in improving its performance or optimising its operation. **(800 words)**

References: Your references should list, in alphabetical order by author, all published sources referred to in your research work. Resources should be listed in alphabetical order (See Harvard Referencing Guide). Please remember for this length of academic writing, you must include a minimum of 75 reference sources.

Let's break down the sections by giving some examples.....



Example Topic Formulation

EX1 : Sample issue observed or identified during the hotel placement at Hilton Hotel, Cardiff: *Staff Shortage*

Based on the above, a research topic could be formulated as:

“Examining the Impacts and Mitigating Strategies to Staff Shortages at Hilton Hotel Cardiff: A Case Study Approach”

Chapter 1 Introduction

Based on the example topic, see below guidance to write chapter 1 “Introduction”.

This includes explaining the relevance of the study, along with providing a brief **context background** to the research project, to include an overview of the ‘**case study**’ hotel brand and location. Also, **outlining the research aim/purpose, research questions and objectives**.

Example of research aim: The aim of this research is to analyse the underlying causes of staff shortages in Hilton Hotel Cardiff and explore effective strategies to attract and retain employees.

Sample research questions to consider – forming the basis of your research:

1. What are the causes of staff shortage in Hilton Hotel, Cardiff?
2. What are the impact of staff shortages on the operational efficiency and service quality in the hotel?
3. What strategies can help mitigate staff shortages and improve the hotel performance?

Chapter 1 Introduction

From the previous research questions – next develop the Objectives.

1. To identify the **key factors** contributing to staff shortages in the Hilton Hotel Cardiff.
2. To assess the **impact of staff shortages** on the operational efficiency and service quality in the hotel.
3. To recommend **practical solutions** and strategies to mitigate staff shortages and improve the hotel performance.

Example scope and report organisation: Following the drafting of the Title, Research Qs, Objectives... this 'sample' research would then be organised into 5 chapters. Chapter 1 provided introduction, chapter 2 will present literature review Ch 3 etc.....

Topic Formulation and Writing An Intro – Advice and Practice:

Group work

During hotel placements last year, two students identified significant operational challenges within their respective hotels. Student A observed issues related to inadequate customer management at Marriott Hotel, Bristol, while Student B noted minimal employee motivation at Premier Inn Hotel, Nottingham. Choosing one of the issues above;

1. Formulate a research topic *eg; Examining the impact of employee motivation on hotel performance: The case of Premier Inn Hotel, Nottingham*
2. Write an introduction on it

Topic Formulation – Brief Example Intro

Examining the Impact of Customer Management on Guest Satisfaction: A Case Study of Marriott Hotel, Bristol

Introduction

Customer management plays a pivotal role in determining the success of the hospitality industry (Wavei, 2023), particularly in luxury hotels, where personalised service and guest satisfaction are essential. Inadequate customer management, characterised by delayed service delivery, lack of staff responsiveness, and ineffective resolution of guest complaints, poses significant challenges to achieving these objectives. Marriott Hotel, Bristol, a renowned establishment within the global hospitality brand, has faced criticisms regarding its customer management practices, raising concerns about the potential implications for its reputation and customer retention (Statista, 2024).

This research investigates the impact of customer management on guest satisfaction at Marriott Hotel, Bristol. The study explores key aspects such as the effectiveness of staff interactions, and the efficiency of complaint resolution processes, on guests' overall experience. By identifying specific weaknesses and their implications, the study aims to propose actionable strategies to enhance customer management practices and improve guest satisfaction. The findings will contribute to the broader understanding of customer service dynamics within the hospitality industry and provide insights for hotels striving to maintain a competitive edge.

Chapter 2 Literature Review

A literature review is a comprehensive summary and analysis of existing research and scholarly works on a specific topic.

It identifies key themes, trends, gaps, and debates within the field, providing context for new research or a deeper understanding of the subject.

Chapter 2 Literature Review

To identify key themes, and trends on the subject matter, you need

Search for Relevant Literature: Use academic databases such as Google Scholar, JSTOR, and PubMed.

Synthesize the Information: Combine different sources to provide a comprehensive understanding of the topic.

Example Research : Of the previous examples given, now consider the steps for conducting a Literature Review.

1. Choose **ONE theme** to discuss (e.g., **Staff Shortage OR Employee Motivation**)
2. **Search Keywords:** "Staff shortage" "hospitality" " Labor shortage in hospitality" "Employee shortage in hotels" "Workforce crisis in hospitality"
Databases to Use: Google Scholar, JSTOR, ScienceDirect etc.
3. **Selection Criteria:** Peer-reviewed articles published in the last 10 years, focusing on empirical studies.
4. Organise literature: to **summarise** and **synthesis** existing research.

Short Example Literature Review on Staff Shortages

2.2 Turnover in the hospitality industry

High turnover is another major challenge in the hospitality industry, and innovative HR strategies are required to retain employees (Cheng & Brown, 1998; Karatepe & Kilic, 2007). Current statistics show that the employee turnover rate in the hospitality industry ranges from 30% to 73% worldwide (Malyarov, 2020). The average turnover rate in the hospitality industry is extremely higher than in other sectors (Cicerale, 2020). Prior research (see Abdien 2019; Dusek et al. 2014; Mohsin et al. 2015) has documented many drivers related to high employee turnover in the hospitality industry. Recent work has confirmed these findings and suggested new directions. For example, Qui et al. (2015) documented the antecedents of employee turnover intention in China and reconfirmed common themes, such as promotional and advancement opportunities, work-life balance, work-group cohesion, leadership factors, and wages. They also found that employees' fit in the community and with their city's lifestyle were important reasons for employee retention.

Chen and Wu (2017) also found a correlation between transformational leadership behaviors, leader-member exchange, and psychological breach in the Taiwanese hotel context. They suggested that if hospitality organizations recruit managers with better transformational leadership skills, they can formulate more beneficial relationships with their team members, which is reflected in greater trust, commitment, and respect. As employees' psychological bonds with their leaders are enhanced, turnover intention decreases. Gordon, Tang et al. (2019) similarly revealed the relationship between supervisor support and turnover intention, which is mediated by subjective well-being, and found that perceived higher levels of support from supervisors result in higher subjective well-being, thus reducing turnover intention.

Dusek et al. (2014) divided the drivers of turnover intention into two categories: personal and organizational characteristics. They found that service orientation as a personal characteristic directly influenced job satisfaction and organizational commitment, through which service orientation indirectly impacted employee turnover intention. Service orientation is a set of personality traits such as being kind, helpful, sociable, and cooperative that make some

2.3 Recommendations for employee retention strategies in hotels

Knowledge about turnover predictors has led to hospitality literature identifying effective strategies for employee retention. Some of these strategies are general, such as training and development, improved compensation, and effective recruitment (Lee & Way, 2010; Moncarz et al., 2009; Pizam & Shani, 2009), while others are specific to particular groups of employees or organizations. For example, younger employees, or Generation Y, tend to demand career progression opportunities more than older staff or baby boomers (Meyers & van Woerkom, 2014; Terjesen et al., 2007); are technologically savvy and goal-oriented (Terjesen et al., 2007); and place greater importance on the attractiveness of their organization's social environment (Josiam et al., 2008; Scoot & Revis, 2008), work-life balance, enjoyable and fair work and express ideas (Qui et al. 2015; Nassar & Zaitouni, 2015). Therefore, HR managers should develop strategies that incorporate supporting employees (Gordon, Adler et al., 2019), staff attitude, and background knowledge into HR practices to manage employees' expectations efficiently (Fok & Yeung, 2016).

Other trends, such as job specialization and increased use of information communication technologies, are changing the competencies and skills required for hotel professionals (Silva & Martins, 2016). Therefore, current studies have emphasized several innovative and classic HRM practices.

Another example: Literature Review on Staff Shortages

Staff shortages in the hospitality industry have become a pressing issue worldwide, with numerous factors contributing to this challenge. **One of the primary reasons is the unfavorable working conditions often associated with hospitality roles**, including low wages, long working hours, and high levels of job insecurity (Ibrahim, 2018; Baum, 2019). These factors not only deter potential employees from entering the industry but also contribute to high employee turnover rates, as workers frequently leave in search of more stable and better-paying jobs in other sectors (Tracey & Hinkin, 2008; Walsh & Taylor, 2007). Studies indicate that employees in hospitality are often faced with unsociable working hours, such as night shifts and weekend work, which negatively impacts work-life balance and leads to burnout and job dissatisfaction (Davidson & Wang, 2011; Cho et al., 2009).

Another significant reason for staffing shortages is the **lack of career development opportunities within the industry**. Employees often perceive hospitality roles as temporary or transitional jobs rather than long-term career options (Baum, 2015; Mooney, 2018). As a result, many workers view these positions as a stepping stone rather than a stable career path, leading to frequent turnover and difficulties in retaining skilled staff (Deery & Jago, 2015). A study by Kim et al. (2015) found that limited promotional prospects and the absence of structured training and development programs significantly decrease job satisfaction and increase the likelihood of employees leaving the industry. Moreover, the issue of inadequate management practices, such as a lack of supportive leadership and insufficient communication, has been linked to increased turnover rates (Davidson et al., 2010).

Chapter 3 Methodology

The **case study methodology** is a research strategy that focuses on exploring, understanding, and contextualising complex phenomena within their real-life settings (Yin, 2018). It is particularly well-suited for investigating situations where the boundaries between the phenomenon and its context are not clearly defined and where multiple sources of evidence can provide a holistic understanding (Eisenhardt, 1989).

Case studies involve the intensive examination of one or a few cases, which can be individuals, organisations, communities, events, or any other unit of analysis (Stake, 2005). Researchers use various **data collection methods** such as interviews, observations, documents, and archival records to gather rich, detailed information about the case(s) under study.

The case study methodology offers several advantages, including the **ability** to explore complex and context-dependent phenomena in depth (Eisenhardt & Graebner, 2007). Generate theories or hypotheses for further investigation (Eisenhardt, 1989). Provide practical insights for addressing real-world problems. Bridge the gap between theory and practice by examining how theoretical concepts manifest in real-life situations (Yin, 2018).

However, case studies also have **limitations**, such as potential bias in data collection and difficulties in generalizing findings to broader populations (Yin, 2018).

Chapter 3 Methodology

In academic writing, the methodology section is crucial because it explains **how you conducted your research**. This section should be detailed enough to allow others to replicate your study if they wish.

It typically includes:

Research Design;

Participants or Subjects;

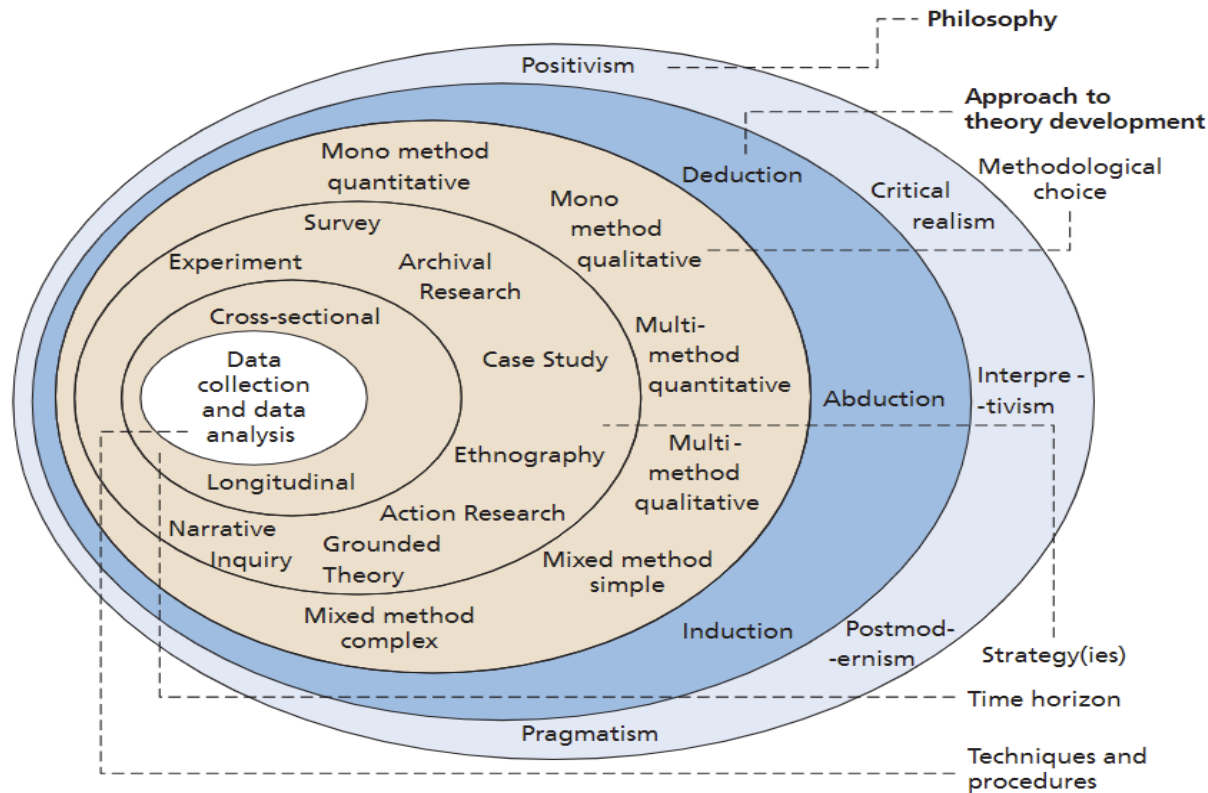
Data Collection Methods (qualitative, quantitative, mixed-method).

Data Analysis;

Ethical Considerations;

Chapter 3 Methodology

The Research Onion – Showing Stages of Research



Saunders et al. 2019

Chapter 3 Methodology

Data collection

Secondary data refers to data that has been previously collected and published by other researchers, organizations, or government agencies, which is typically used in research to provide context, background, and secondary analysis.

Primary data collection involves the collection of original (new) data *by the researcher* to understand a subject matter.

Saunders et al. (2019)

Chapter 3 Methodology

Data collection

Primary data collection can include:

- Interviews
- Surveys
- Case Studies
- Questionnaires
- Observations
- Experiments
- Document Review/Content Analysis



- ✓ Introduced the module
- ✓ Assignment information provided
- ✓ Outlined Research Project structure
- ✓ Writing Research Guide
- ✓ Topic/theme formulation
- ✓ Discussed Chapters 1-3



• **ANY QUESTIONS?**

Next Week!

Project Plan Review — Additional Chapters:

Chapter 4 - Findings & Discussion

Chapter 5 - Conclusions &
Recommendations

