

MBA TOURISM AND VISITOR ECONOMY MANAGEMENT

Institute of Business, Industry and Leadership

Academic Level:	7	Credits:	180
UCAS Code:	Not applicable		
Awarding Body:	University of Cumbria		
Delivery Site:	Ambleside		
Programme Length:	Standard registration period (full time) - 18 months		
Mode of Delivery:	Face to face		
Pattern of Delivery:	Full-time		
	Total weeks of study:	72 weeks	
	Delivery pattern:	3 x 24-week semesters	
	Standard semester dates:	Yes	
Placement:	24 weeks		
PSRB:	Not applicable		
Programme Webpage:	https://www.cumbria.ac.uk/study/courses/postgraduate/mba-tourism-management/		

Entry Criteria

The University's standard criteria for admissions apply. Please refer to the [Applicant Information](#) pages of the University website for more information. For [APL](#), please refer to the University website. Detailed criteria for admission to this programme can be found on the programme webpage: <https://www.cumbria.ac.uk/study/courses/postgraduate/mba-tourism-management/>

PROGRAMME AIMS AND OUTCOMES

Programme Aims

By the end of this programme you will be able to:

1. Enhance industry expertise providing deep understanding of tourism management principles, emerging trends, and best practises to drive innovation and efficiency
2. Optimise resource management, applying critical skills in financial planning, human resources management and operational efficiency to ensure profitable and effective operation in tourism businesses
3. Strengthen strategic decision-making by analysing complex business challenges, make data-driven decisions and formulate strategies that enhance competitiveness in the tourism sector
4. Develop strategic leadership skills equipped with knowledge and capabilities to lead and manage tourism enterprises in a competitive global environment
5. Demonstrate professional experiences through work-based learning, case studies and industry projects to prepare for real world challenges.

Programme Outcomes – Knowledge and Understanding

The programme provides opportunities for you to develop and demonstrate the following:

After 60 credits of study (PGCert) you will be able to demonstrate:

K1. The appraisal, selection and justification of a range of research methods and utilise data sources to formulate well-founded conclusions and recommendations

K2. The design of resource management decisions for effective resource allocation for the benefit of an organisation in the tourism and visitor industry

K3. Relevant knowledge and understanding associated with developing sustainable customer experiences

After 120 credits of study (PGDip) you will be able to demonstrate:

K4. The proposal and application of theory in practice to demonstrate knowledge and skill to a real-world environment

K5. A knowledge and application of research methodologies, methods and data in the tourism and visitor economy

K6. Critical thinking and analysis of academic concepts and their application in the real world

After 180 credits of study (MBA) you will be able to demonstrate:

K7. An ability to evaluate financial data and apply strategic financial management principles to support sustainable decision making in tourism organisations.

K8. An ability to evaluate and apply contemporary human resources management and leadership approaches

K9. A knowledge and understanding of innovative, customer-centric marketing strategies that leverage digital tools and emerging technologies.

Programme Outcomes – Skills and other Attributes

The programme provides opportunities for you to develop and demonstrate the following:

After 60 credits of study (PGCert) you will be able to demonstrate:

- S1.** An ability to develop and form research into tourism related business and management issues
- S2.** The development of strategies for designing and managing quality and sustainable visitor experiences in various tourism contexts
- S3.** Critical and creative thinking associated with managing business operating in the tourism and visitor industry

After 120 credits of study (P Dip) you will be able to demonstrate:

- S4.** A professionalism in managing self and dealing with others to ensure standards of work and adherence to procedures associated with the management of business in the tourism and visitor industry
- S5.** An applied knowledge in real-world scenarios to justify solutions/recommendations aligned with the objectives of business in the tourism and visitor industry
- S6.** Critical thinking and evaluation of academic concepts and their application in the real world

After 180 credits of study (MBA) you will be able to demonstrate:

- S7.** An ability to interpret financial statements and rationales and apply financial tools to support strategic decision-making on tourism organisations
- S8.** An ability to manage human resources to enhance sustainable performance in tourism enterprises
- S9.** An awareness of emerging technologies and their application to enhance destination competitiveness and brand value in the global tourism industry.

PROGRAMME FEATURES

Programme Overview

This programme is developed with the needs of tourism and visitor economy in domestic and international level in mind. The MBA in Tourism and Visitor Economy Management programme is designed to provide progression from our BA (Hons) in Tourism and Visitor Economy Management and for anyone with appropriate work experience qualified to degree level. The MBA is also suitable for professionals working across various visitor economy sectors, seeking to progress their career and showcase management potential and leadership skills. Each module will equip you with the practical tools to understand and model effective service delivery in an industry with multiple stakeholders and evolving priorities. Partnerships with organisations like the Cumbria Tourism Board, and the Lake District Hotels Association will ensure you have access to the latest trends and insights affecting the tourism and visitor economy sector.

Located at our Ambleside Campus, this unique educational programme is built around the UNESCO sustainable development goals and strategically placed in both the Lake District National Park, and a UNESCO Heritage site, with the regional visitor economy providing opportunities for the study of tourism management in an internationally recognised tourism destination. The programmes we offer are delivered by academic and industry experts who will provide you with insights into best practice across a range of sectors, and the opportunity to engage and work with some of the most innovative and creative businesses in the region.

The MBA will focus on real world learning and engagement with industry, allowing you to draw on your existing knowledge and expertise, to reflect on academic thinking, sustainable development and existing industry practice, and to develop critical, innovative and creative solutions to industry problems and challenges. This approach in terms of applied learning aligns your role as an industry professional, with a contemporary curriculum that reflects the dynamic and challenging nature of the industry. The external dimension to your programme experience ensures that you are appropriately challenged, develop your own learning identity and further develop the skills needed to optimise your career.

The key features of the programme include:

- *Contextualised Learning* – All modules are delivered at Ambleside campus by academic and industry experienced staff. Guest lecturers and external visits are embedded into all the modules and case studies material is directly linked to industry.
- *Contextualised Assessment* – All module assessments are designed for real world application, utilising subject specific “toolkits” and industry frameworks that can be considered in the context of your own work experience. Particular reference is made to the UNESCO SDG's as a framework to inform on assessment outcomes.
- *Work based learning* – Industry work based learning is designed to give you the opportunity to apply skills and knowledges in real-world contexts. By working in a professional setting, you can observe and participate in the day-to-day operations of a tourism business allowing better understanding on how theoretical concepts are implemented in practice. This exposure will help you develop practical skills, improve employability and provide better understanding of workplace culture in the tourism and visitor economy.

Structure:

The first stage of the MBA is made up of 3 x credit bearing modules that aim to provide you with the core knowledge and skills to create a positive impact on the management of business in the visitor economy and will prepare you to undertake research as part of your industry work based learning or industry consultancy.

Semester 1 aims to equip you with the knowledge and skills necessary for stage two of the MBA:

Industry Work Based learning – this module will enable you to obtain additional work experience that is relevant to your programme level and to facilitate the development of skills that are relevant to the world of graduate employment and to promote the integration of theoretical and practical learning.

Industry Consultancy - this module will enable you to demonstrate your skills and knowledge by conducting an in-depth research into an industry problem/issue/opportunity. It will also enable you to develop data driven insights, strategic recommendations and innovative solutions that contribute to the growth and competitiveness of tourism and visitor economy organisations.

The final stage of the MBA programme will focus on the development of your ability to reflect on real world scenarios and apply strategic thinking and innovative solutions and will build on the experience of working with or in the industry. This module will provide you with in-depth knowledge and skills to create positive strategies for the sustainable future of a business in the tourism and visitor economy.

This programme includes the option of a work-based learning. Semester 1 will typically provide you with several opportunities to engage with employers and to find out more about the challenges confronting the industry. As part of this, a number of opportunities will be highlighted but please note that it is your responsibility to find a suitable work.

Learning and Teaching

As a student at the University of Cumbria, you will be part of an inclusive learning community that recognises diversity. You will have opportunities to learn by interacting with others in a collegiate, facilitative and dynamic learning environment. Teaching, assessment and student support will allow equal and equitable opportunities for you to optimise your potential and develop autonomy.

The university aims to foster an innovative and stimulating learning environment, whether on campus, online or on placement. Experienced staff will guide you through your learning journey in a well-equipped and flexible setting. You are encouraged to apply your academic knowledge in real-world applications particularly in workplace settings. Case studies and projects aim to provide deeper understanding and broaden perspectives. Modules incorporate work-based projects and other industry related assignments aiming to enhance your applied research and knowledge skills.

The programme team adopts an applied learning philosophy that impacts on teaching, learning and assessment in terms of the approach to:

Module delivery: A variety of teaching methods are used to accommodate different learning styles, and encourage the application of theoretical knowledge in real-world industry settings. This approach enhances critical thinking and employability skills. For example:

- **External visits** to showcase best practises, encourage industry engagement and showcase best practises.
- **Guest speakers** who provide specialised knowledge, ensuring students are up to date with industry trends
- **Business simulation** that creates real-world scenarios to develop decision making and workplace skills.
- **Workplace learning** (optional) incorporating assessments to promote reflective practise and problem-solving skills.

Module content: All modules are aligned with the **UNESCO Sustainable Development Goals**, focusing on sustainable thinking, competence, and global perspectives. This approach allows you to explore the challenges and opportunities in the tourism and visitor economy while challenging your own views on sustainability.

Module assessments: Assessments vary and are applied in real-world settings, involving industry partners and professionals. These assessments help you engage with practical scenarios, develop key skills and contribute towards employability opportunities. Academic debates and research contribute to discussions, ensuring well-rounded learning experience that caters to different learning styles.

Learner support: The university promotes an inclusive learning environment, helping you navigate challenges. Support is provided to help you develop your own learner identity, bridging the gap between academic learning and real-world experience.

Personal development: All modules contribute to your growth as a professional and a member of society by developing and reinforcing key values such as democracy, individual liberty, the rule of law, mutual respect and tolerance. The programme supports both personal and managerial development.

Teaching

In Semester 1 and 3, you will typically have around 8-10 contact hours per week while studying academic subjects. This will be made up of scheduled learning and teaching (practical classes and workshops, external visits, lectures, seminars), and opportunities for meeting with your personal tutor or engaging in preparation for your industry work-based learning or industry consultancy. Your personal tutor support time will normally average around 5 hours while you are on programme but you are free to seek advice at any stage of delivery.

Semester 2 will give you the option to choose between the industry work-based learning or industry consultancy. The industry work-based learning module will be managed by your mentor and will last for 24 weeks, during which time you will need to spend a minimum of 20 hours per week in the workplace. The industry consultancy will also last for 24 weeks, and you will be assigned a mentor attached to the [Institute of Directors](#) (IoD). Both Semester 2 modules require a more substantive commitment for time, either in the workplace or in terms of research, data collection and analysis.

Independent Learning

When not attending scheduled learning activities you will be expected to continue learning independently through guided self-study that will broaden your knowledge and contribute to the completion of module assessments. Campus based sessions will give you the foundations

required of the subject however; to embed deeper learning and ensure currency you will be required to undertake further study. It is highly important that you engage with the additional resources and materials available to you.

Teaching Staff

The programme team is diverse with background in the visitor economy. Staff are engaged with academic research and/or industry engagement at a local, national and international level.

Examples of research interests inform the curriculum content and include the following:

- Gamifications and information and communication technologies
- Artificial Intelligence and virtual technologies in the Spa industry
- Strategic management of human capital
- Reflective Practice in management
- Destination Marketing and tourism segmentation
- Sustainable practice
- Innovation and entrepreneurship
- Events, risk and crisis management
- Organisational behaviour and culture
- Tourism planning and management
- Natural area tourism

Assessments

The programme employs a diverse range of assessment methods to evaluate your knowledge, skills, and professional behaviour, preparing you for a career in the tourism and visitor economy. Whenever possible, assessments are designed to reflect real-world applications linked with employers' expectations and critical skills requirements. The UNESCO's sustainable development goals are integrated into your coursework and assessments to encourage you to adopt forward-thinking perspectives that contribute to a more sustainable industry and positively impact its stakeholders. This approach is designed to build confidence in different communication formats (written, oral and digital) commonly used in professional environments. The assessment methods include:

- Planning projects
- Mapping sustainable customer journeys
- Writing reports
- Creating and evaluating future strategies
- Business Simulations

Please note that in the first semester the assessments are likely to be all due in at the same time. It will be important that you manage your time to accommodate this, however all modules have been scaffolded to allow for completion of elements of the assessment in advance of the deadlines, minimising the impact on your learning.

Feedback

In keeping with the UoC academic policy on assessment a lot of work goes in to ensuring that assessment is as fair as possible. Throughout the programme you will receive formative feedback to help you develop key skills such as academic writing, oral presentations and digital media production which will prepare you for your final graded assessments. For your summative assessments, you will receive constructive feedback to help improve your skills for future tasks. Additionally, there will be ongoing opportunities to discuss your progress with tutors and mentors. A recent area of development is the availability of generative AI tools such as ChatGPT and Google Bard. There may be legitimate uses of generative AI in your subject area and you can discuss these with your tutors. Guidance on how to cite and reference legitimate uses of generative AI is now available via [cite them rite](#). Generative AI tools should be used with caution as there are serious limitations to some of the content they generate currently, such as drawing on biased, inaccurate sources and making up references that don't exist.

Using AI to generate work that is submitted for assessment without any acknowledgement and against any directives from tutors, is a form of malpractice. Where it is suspected that AI has been used when it shouldn't have, or it has not been credited through appropriate referencing, the standard University academic malpractice procedures will be used. As a constantly evolving and complex area further information is available [here](#).

Graduate Prospects

The MBA Tourism and Visitor Economy Management programme provides you with the necessary skills to pursue a career in various sectors of the visitor economy. The curriculum emphasises essential competencies including applied research methods, visitor experience management, resources management and reflective practice. Combined with either 6 months' applied industry consultancy or industry work-based learning, you will gain a clear understanding of how to manage business sustainably, profitably and to contribute effectively as a critical and creative thinker.

Given the global nature of the tourism and visitor economy, you will be able to explore diverse employment opportunities. Depending on previous qualifications and experience you would be expected to enter the industry at a supervisory or management level in roles such as:

- Duty Manager
- Hotel Operations Manager
- Front Office Supervisor/Manager
- Food and Beverage Supervisor/Manager
- Visitor Experience Manager
- Tour Operations Manager

Graduates completing the MBA Tourism and Visitor Economy Management programme will have opportunities to pursue advanced research studies at PhD and DBA level, particularly in areas of Tourism, Hospitality and Service economy topics.

MODULES

Semester 1			
Code	Title	Credits	Status
TOUR7027	Applied Research Methods	20	Compulsory
TOUR7029	Visitor Experience Management	20	Compulsory
TOUR7031	Resources Management	20	Compulsory
Students exiting at this point with 60 credits would receive a PGCert Tourism and Visitor Economy Management			

Semester 2			
Code	Title	Credits	Status
TOUR7033	Industry Work Based Learning	60	Optional
TOUR7034	Industry Consultancy	60	Optional
Students exiting at this point with 120 credits would receive a PGDip Tourism and Visitor Economy Management			

Semester 3			
Code	Title	Credits	Status
TOUR7032	Strategic Impact Portfolio	60	Compulsory
Students exiting at this point with 180 credits would receive an MBA Tourism and Visitor Economy Management			

Additional Module Information			
<p>The programme includes an optional assessed work-based learning or industry consultancy module during Semester 2, allowing you to get practical experience and improve your chances of securing full time employment after completing the MBA. The industry work-based learning module is facilitated by the work placement office ensuring you receive support in finding opportunities that align with your career aspirations. During the industry work-based learning, the assessment will focus on enhancing your reflective practice skills and identify ways to create a positive impact in the workplace. You will be asked to choose your optional module by the end of December.</p>			

Key to Module Statuses			
------------------------	--	--	--

Compulsory modules	Must be taken although it may be possible to compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed).
Optional modules	Are a set of modules from which you will be required to choose a set number to study. Once chosen, it may possible to compensate as a marginal fail (within the limits set out in the Academic Regulations and provided that all core or pass/fail elements of module assessment have been passed).

Timetables

Timetables are normally available at the start of the academic year. Please note that while we make every effort to ensure timetables are as student friendly as possible, scheduled learning can take place on any day of the week.

Our Timetabling team work hard to ensure that timetables are available to you as far in advance as possible, however there may be occasional exceptions such as in the case of teaching which falls outside of the usual academic calendar. The UoC academic calendar runs from August to July, so timetabling information for programmes which include teaching sessions in August may not be published until closer to the August delivery.

ADDITIONAL INFORMATION

Student Support

The [Student Enquiry Point](#) is a simple way to contact Student Services. Using the Student Enquiry Point tile on the Student Hub you can submit an enquiry to any of the Student Services teams, which includes:

- [Careers and Employability](#)
- [Chaplaincy](#) for faith and spiritual wellbeing
- [Mental Health and Wellbeing](#)
- [Digital Skills](#)
- [Disability and Specific Learning Difficulty \(SpLD\)](#)
- [International Student Support](#)
- [Library](#)
- [Money Advice Service](#)
- [Safeguarding](#)
- [Skills@Cumbria](#)
- [Sports and Fitness Facilities](#)
- [University Student Accommodation](#)

As a student at the University of Cumbria you automatically become a member of the Students' Union. The Students' Union represents the views and interests of students within the University.

The Students' Union is led by a group of Student Representatives who are elected by students in annual elections. They also support approximately 400 Student Academic Reps within each cohort across the entire University. The Students' Union represent the views of their cohort and work with academic staff to continuously develop and improve the experience for all University of Cumbria students. You can find out more about who represents you at www.ucsu.me.

You can email at any time on studentvoice@cumbria.ac.uk.

Course Costs

Tuition Fees

Course fees can be found <https://www.cumbria.ac.uk/study/courses/postgraduate/mba-tourism-management/>

The following course-related costs are included in the fees:

- It is possible that external visits may extend over the course of a full day. In these instances, the university will cover the cost of travel, but you may need to provide your own food and drink which on average will cost £5-£10 a day.

Additional Costs

The following course-related costs are not included in the fees:

- There may be opportunities for additional travel and attendance at events that are not included as essential parts of the curriculum. These opportunities will be offered as optional activities and as such the cost will not be met by the university. It is not possible to identify an average cost for this type of activity but information will be provided well in advance in order for you to discuss this with your programme lead
- Most core text books are available via the University's library, however students may wish to buy copies of any texts used to support your learning on your course. This could cost between £50 - £100 per year
- Students should budget for stationery and consumables for your own personal use. This should include notebooks, pens and pencils for taking notes in class and/or in the field. Students should also budget for the purchase of USB pen drives, as well as occasional printing and photocopying costs incurred in the preparation or submission of coursework. Whilst you will choose how much you need, expect to pay around £30 - £40 per year for these items
- Should you choose to undertake the industry work-based module you will need to decide where and who to work for and the income and expenditure associated with taking up employment. Reasonable costs while on work environment may include rent, travel and living expenses and they can vary considerably depending on location
- Should you choose to take up industry work-based learning outside of the UK you may also need to cover the cost of insurance, flights, visas etc. with costs varying by country. Costs associated with industry work based learning should be discussed with the employer and the placement tutor to ensure affordability and confirm what the employer will pay for as part of your employment contract.

Exceptions to the Academic Regulations

This programme operates in accordance with the University's Academic Regulations and Academic Procedures and Processes with the following permitted variation:

- Length of the standard registration period.

External and Internal Benchmarks

External reference points considered in developing this programme include:

[QAA Subject Benchmark Statements \(2019\) in Events, Hospitality, Leisure, Sport and Tourism](#)

[QAA Subject Benchmark Statements \(2023\) Masters Degrees in Business and Management](#)

[QAA Education for Sustainable Development Guidance \(2021\)](#)

Internal reference points include:

- UoC Learning, Teaching and Assessment Plan
- UoC Institutional Business Plans
- [UoC Academic Regulations and Academic Procedures and Processes](#)

Disclaimer

This programme has been approved (validated) by the University of Cumbria as suitable for a range of delivery modes, delivery patterns, and delivery sites. This level of potential flexibility does not reflect a commitment on behalf of the University to offer the programme by all modes/patterns and at all locations in every academic cycle. The details of the programme offered for a particular intake year will be as detailed on the programme webpage:

<https://www.cumbria.ac.uk/study/courses/postgraduate/mba-tourism-management/>

Date of Programme Specification Production	June 2025
Date Programme Specification was last updated	August 2025