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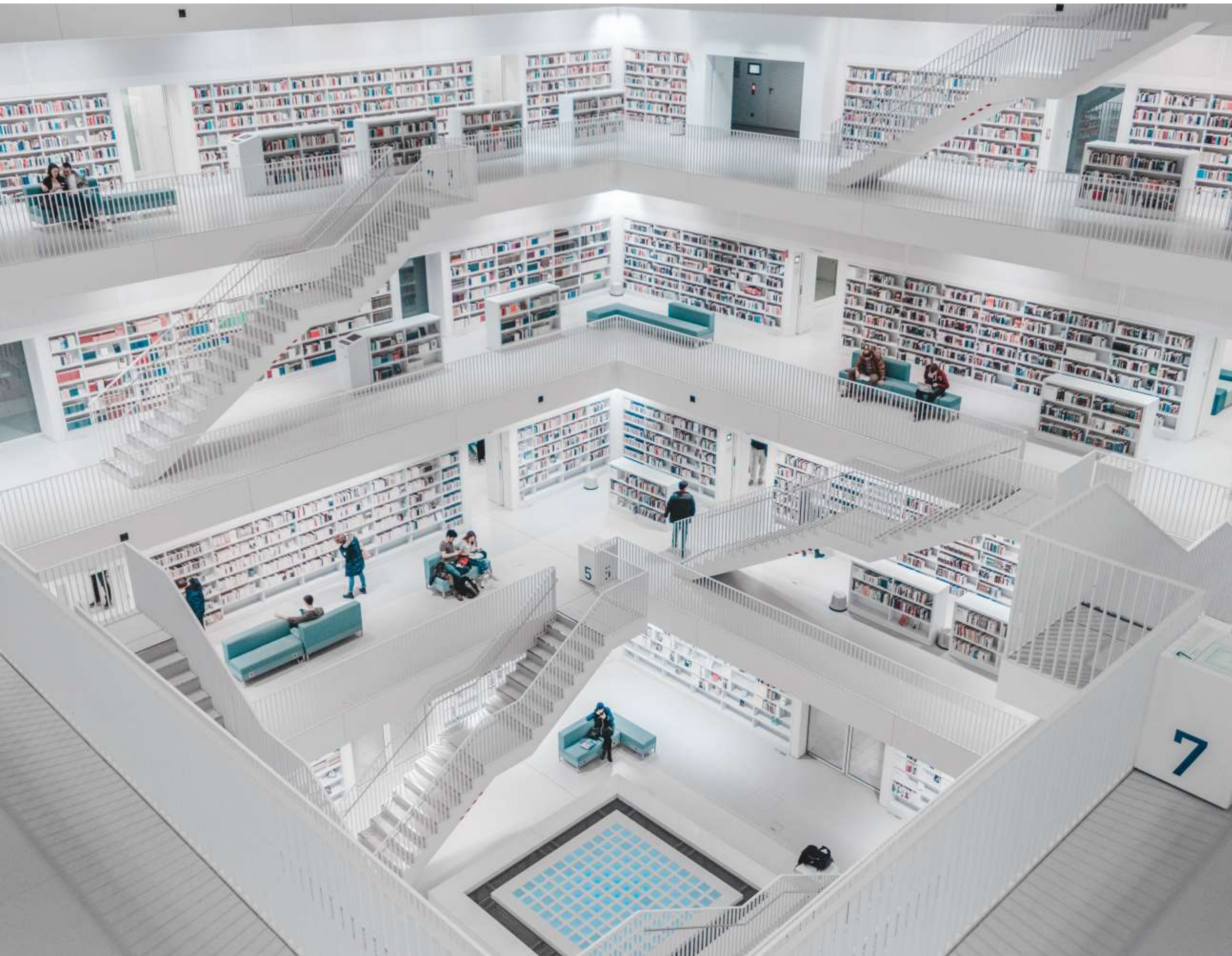

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Journal of Academic Reviews

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Comments from the Editor

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This release of the first issue of the fifth volume of the *Journal of Academic Reviews* marks a new era in scholarly practice. The journal has been recently added under the umbrella of the College's newly-created Research Centre. The journal's research publications will be taking place in parallel with the Research Centre's activities assisting in the latter's effective promotion and increased visibility in the academic environment and to the College's stakeholders.

The *Journal of Academic Reviews* has been restructured in such way in order to serve all the disciplines we currently teach at the College and also to provide a unique distinction in their academic perspective and spectrum. As part of the restructuring process the journal will be focusing on four dual themes. These are:

- **Business and Innovation**
  - marketing, management (risk, operations, TQM), entrepreneurship, strategy, NPD, e-commerce, SMEs, logistics/supply chains, leadership, HRM, CSR, data mining, business psychology, business education, corporate finance, corporate governance, disruptive technologies, equity capital markets, ethics, microfinance, access to credit, credit unions, personal finance, training and development, recruitment and selection, social media, banking, consulting, aviation

- **Hospitality and Sustainability**
  - Tourism, leisure, climate change, sports and recreation, service quality, culture, dark tourism, social media, volunteer tourism, poverty reduction, digital world, Airbnb, Brexit impact on UK hospitality, events management, micro tourism, tourism in developing countries

- **Teaching and Education**
  - e-learning, curriculum development, assessment and attainment, school reform, health and child development, government policies, blended learning, pedagogy, massive open online courses, assessment and delivery, class attendance, finance in education, hospitality education

- **Health and Social Care**
  - NHS finances and performance (GPs, mental health, community services), NHS reform (ageing population, public health), social care quality, care home provision, domestic violence/abuse, alcoholism, adult healthcare learners, epigenetic factors, BME, prolonged pain

As it can be understood, the aforementioned themes cover a great variety of topics that a research can approach from literally any angle thus covering everyone's research interests.

Finally, I would like to thank all of those who have worked over the past 6 months to develop and launch the restructured *Journal of Academic Reviews*. The officers and Board members of the College and of the Research Centre worked tirelessly to make the needed changes to the College's by-laws to support the restructuring of the journal. A special thanks goes to *Sayeda Zain* (Co-Editor-in-Chief) for the overall supervision, *Gowher Malik* (former Co-Editor-in-Chief) for his advice and support, to *Yannick Fansi* (lecturer in accounting) for developing the necessary by-laws (especially the ones related to the operating manual and the publication ethics and publication malpractice) and to *Noela Nurokina* (administration department) for the formatting of the publications submitted to the journal.

I hope that upon reading the *Journal of Academic Reviews* you will be inspired to contribute to the literature of all the themes it covers by submitting your own work for consideration in the next issue.

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The State of Business 2019

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ABSTRACT
This article examines the relationship between Business and the State, especially the new dominance of the former over the latter. The mechanisms of this control are examined and ways of restoring the balance are discussed. The major underlying forces behind these concepts are identified and their impact assessed. Specific features of attention are Democratic and Parliamentary procedures in the face of technological advances which have been exploited to influence government away from its traditional focus; control of money and finance on a national and international scale; and the future of capitalism and democracy. There is an examination of important factors in world grade including the role of China, the situation across Africa, immigration, Brexit and finally ecological consequences. The fundamental underpinning features are the role of the State and the purpose of Business.

Keywords: Democracy, capitalism, China, social media, fake news, plastic, ecology

Introduction

The purpose of the State has always been, in the West, to manage society for the general good of its citizens, their safety and security, their conduct and their well-being. Industry, whether manual or mechanical, commerce and trade are mechanisms that improve the quality and standard of living. Business is the general organisational structure that facilitates these processes. Business activity generates monetary income and the State takes a share through taxation to support all citizens by providing and paying for services that are essential for the continued welfare of the whole community.

The basic relationship between society and Business is that the State provides a safe and secure marketplace for business activity to flourish and Business endeavours to provide useful and beneficial services and products. The philosophical relationship between these two aspects of social living has focused in recent history of the relative significance of the contribution of the two essential elements of the business process, namely investment capital and the labour needed to exploit this investment and generate a profit. Should the investors or the workers be the principal benefactors? Communism said: the workers; Capitalism said: the investors. The State is the arbiter. State Capitalism in the Russian Communist interpretation failed because it was too monolithic and inflexible. That left Neo-Liberal Capitalism as the only viable system by default. Neo-Liberalism has also failed and the world is now in crisis. The Business model is not effectively contributing to the welfare of society as a whole and the State is not responding appropriately to the need to ensure an equitable existence for all its citizens. Anthony Atkinson in Inequality: What Can be Done? (Atkinson 2015) provides an introduction to the debate.

The reason for this state of affairs is that Business has taken over the State. (Meek 2014) The State is no longer an arbiter or referee of Business activity. It has been suborned to be a major engine promoting laissez faire Business without a social responsibility. A look at Donald Trump's America shows what has happened. The US Supreme Court decreed that there be no limit on how much an individual could donate to a political party and so a cabal of billionaires donated $6 billion to the 2016 Presidential election campaigns and so succeeded in promoting a President who would remove State restrictions on Business activity such as regulation and taxation. A Business mogul became Head of State. Dark Money by Jane Meyer (Meyer 2016) explores how Democracy has been taken over in the USA by a clique of billionaires led by the unsavoury Koch brothers who fund the Republican party to be its poodle and erode the power of the state for private, uncontrolled and unaccountable interests to flourish. Following on from the Rockefeller- Roosevelt Business-State struggle at the start of 20th century, which was resolved by the rich being allowed to set up trust funds to enable philanthropy to be a tax-deductible expense, now there are 100,000 private foundations holding assets of $800 billion. These foundations fund think tanks and public relations organisations which funnel money into political causes.

The basic reason for the failure of the State to resist the take-over by Business is ascribed by many authorities as a lack of leadership. Steve Richards in The Rise of the Outsiders (Richards 2017) points to the stability of an Incomes Policy by both Heath and Wilson in the 1960s which was undermined by the neo-liberal changes under Thatcher and Reagan to which there was no counter argument put up by Blair or Clinton who had charisma but no positive vision of the way forward other than to leave it to chance. Subsequent to the inevitable crash there was no reform of the political or economic control mechanisms and Austerity was accepted as it blamed Labour government overspending as the cause of the crash. Such was its lure that even Ed Milliband and Ed Balls promoted it as Labour policy. Lack of leadership is illustrated in the failure of the political class to deal with the underlying issues in an honest and straightforward way. The Brexit case exemplifies the lack of information, discussion, consideration of the consequences of actions and respect for the electorate to be able to deal with the arguments. This failure to present coherent propositions gives space for outsiders to flourish hence the phenomenon of 'fake news' and the increasing role of social media in spreading uninformed prejudices, or even underhand campaigns to manipulate users into effective voting groups. With the support of the sensation- seeking press and television, trivia is given centre stage to the exclusion of real information and debate.

Main body

The desertion of social responsibility on a domestic level is mirrored in the USA's abandonment of the role of World Leader which goes with being the world's largest economy with the universal trade currency.This is covered in Globalization and its Discontents Revisited: Anti-Globalization in the Era of Trump. (Stiglitz 2017). The USA has withdrawn from the Paris Agreement on global warming because Trump does not care about ecological issues, (Zhang et al. 2017) and he has also abandoned Nuclear Arms Restriction Treaties (Borger 2019.) so making the world a more dangerous place with the threat of rogue states acquiring and actualising using nuclear weapons. The US is also developing nuclear bombs for tactical battle use. (Borger 2019.2) At the same time Trump vilifies the State ('the Washington elite') as an incompetent interference and the cause of all problems. In this way the State loses credibility as a solution to social imbalances leaving the way open to further attacks on the social order and an increase in the power of Business to control everything.

The control of the State by Business, which is a reversal of the traditional relationship, has happened because the accumulation of money has become the single most important factor in the Business process. Businesses can make profits which can be invested to develop the business that created them, or reward the workers who produced the success, or they can be extracted by the investors and used for something else. In the last 50 years it has become accepted doctrine and, in Britain, a legal requirement that businesses (unless they are specifically exempted by nature, e.g. charities and 'Not-For-Profit' organisations) must maximise their profits wherever possible. This has led to a deliberate diminution of the rewards given to workers and an exponential increase in income to investors. Pension schemes have disappeared, employment contracts have been eliminated by declaring workers are self-employed sub-contractors, wages have been kept constant whilst managers' and shareholders' incomes have multiplied thirty-fold. (Doyle 2016)

As a result rich countries have great social and economic inequalities because the benefits of the commercial endeavours of business are seized by a tiny minority of people, namely the shareholders and chief executives (who are generally additionally rewarded by receiving share-holdings as part of their remuneration package). 5% of the population of the UK owns 90% of its wealth. In July 2014 to June 2016, the wealth held by the top 10% of households was around five times greater than the wealth of the bottom half of all households combined. (ONS 2018). Further detail of how the rich maintain and incease their wealth and a measure of its extent is given by Mariana Mazzucato Professor of Economics at UCL, in The Value of Everything: Making and Taking in the Global Economy Among topics discussed, which will be discussed below in this paper are: GDP (Chapter 3), the Banking Problem and Banks and Finance Markets (Chapter 4), The Rise of Casino Capitalism, and Maximising Shareholder Value (Chapter 6), and The Myths of Austerity and Rationalising Privatisation and Outsourcing (Chapter 8)

It is obvious that in order to be a beneficiary of our current Business model you have to have previous wealth in order to be able to invest. 80% of rich people are born rich, so they have no problem finding the capital to invest to take the fruits of other people's labour. Even if there is no large surplus bank balance to invest, the owners of property and land can easily get a loan from a bank using the surety of some property. The value of land rarely goes down, and in booming economic times goes up rapidly. Hence, banks lent money to the already prosperous to make more money. Added to this there are two further benefits for the already rich.

Firstly, when governments (the State) wish to invest in socially beneficial projects such as infrastructure maintenance or development they raise capital by issuing Government Bonds. These 'gilt-edged securities' have a guaranteed redemption value above the current annual interest rate after a set period of time. So instead of leaving money to gain interest in a bank those with money in hand get a good rate of return by investing in government bonds. Thus, even when the state is economically pro-active in promoting social causes, it is rich investors who are benefiting as well as making money.

Secondly, under the consensus of the superiority of the marketplace over State-led processes, with the establishment of a system whereby the State contracts with private organisations to deliver public services because supposedly they will be more effective and economical and value-for-money than bureaucratic government institutions, then further opportunities are given to investors to increase their wealth usually by guaranteed profits over as long as 30 years. The illusion is that these guarantees are paid from the elimination of previous inefficiency costs which competitive Business practice has now removed.

The doctrine of invest and profit and re-invest is predicated on the validity of a specific economic doctrine, namely Growth as a measure of Business success. Growth is seen as increase in Gross Domestic Product (GDP) which is the value of all goods and services produced by a national economy. If this figure increases on an annual basis by a few percentage points then this is considered a good thing. However, not everything produced by Business has social worth. If a manufacturing company produces and sells more widgets and earns more profits than last year from the same input then there is proof of greater efficiency and more has been produced for the greater good at no additional cost or effort and so this is a valid indicator of improvement or Growth. However, when the business activity is gambling, it could well boost GDP but be of no social value whatever, except under the definition of Growth embodied in GDP. The Growth Delusion by David Pilling says that GDP like economics is an arbitrary structure which only tells us limited things. (Pilling 2018) A new measure would lead to difference emphases in economics and society. The failures of the current world economic order are fully examined in Economics Rules: the Rights and Wrongs of the Dismal Science by Dani Rodrik (Rodrik 2015) and by Dambisa Moyo in , Edge of Chaos: Why Democracy is Failing to Create Economic Growth and How to Fix It. (Moyo 2018)

History is full of examples where a family has made good, but the next generation has squandered and gambled away the wealth. Sad story, but at least they could afford it. Today, every High Street in Britain has betting shops, which are not there for the rich to fritter their wealth away, but for the poor to hope that they can increase their meagre resources through luck. For many of the poorest people in Britain 47% of their recurrent income is committed to repaying debts because their living costs exceed their resources. (Hood et al. 2018). Gambling goes no way to redeem that situation and indeed significantly exacerbates the problem. Sociologically and politically it is a distraction which keeps the population docile and uninterested in social reform.

Debt is a factor which affects more than the poorest echelons of society. The middle class are also trapped in debt, constrained by overdrafts and mortgage repayments for 30 years which consume ever larger proportions of their income. Indeed, house ownership is an impossibility for most people unless there are two household incomes. In a materialist culture such as ours, dominated by consumerism propagated by social media and advertising, people spend in order to appear to belong to the general culture of comfort and prosperity. If they haven't got the money they can borrow it. The collective debt of the population is financed by the rich and it is a solid investment since bailing out the lenders was the State solution to the failure of the banks.

Here is where the banks come in. Adair Turner's Between Debt and the Devil (Turner 2016) discusses the role of Banks in the global economy. Their business is to manage debt. They used to just take deposits for which they paid interest. They then used these deposits to lend to prospective borrowers who were in return required to pay interest on the loan. The difference between what was paid to depositors and what was charged to borrowers was the business of banks and how they made a profit. Furthermore, banks could not lend what they did not have and so there was a limit on how much debt there could be. However, the neo-liberal doctrine removed the restriction of relating loans to deposits and left it to the discretion of individual banks as to how much they lent. In The Production of Money; How to Break the Power of the Banks, London. Verso. (Pettifor 2017) , Ann Pettifor describes the circumstances which gave the banks colossal economic power, once belonging solely to the State, and outlines the stages that need to be gone through to reform the system and put it on a balance that will not allow another great crash. The worldwide economic collapse of 2008 is examined in detail in Adam Tooze's Crashed: How a Decade of Financial Crisis Changed the World (Tooze 2018) The solution he promotes is the control of international money movements and capital transfers, and fixed exchange rates just as it used to be in the days of the Bretton Woods system before it was abolished by the neo-liberals.

Over a decade later Debt is a significant factor in almost everyone's personal economy and certainly for governments (the State) who measure the sum total of State debt, described as the National Debt in terms of a percentage of GNP. In the UK it is currently 88%, in Italy it is 130%, in the USA 108% and in Japan it is 236%. (IMFER 2018) Neo-liberal economic dogma sees this figure as the cost of excessive government spending as it represents the difference between government income and expenditure which is filled by borrowing. As a result, reduction in public spending is required and so the political establishment now follows a policy of Austerity.

'Balancing the books' is considered a good thing. The fallacy of the justification is that the National Economy is not a household one or even a business model because the State can invent its own money by printing more, not by spending less. This process is called Quantitative Easing and was used to bail out the collapsed banks in the 2008 financial crisis. The State could reduce the National Debt in a number of other ways too, but is there really a need to do this anyway? Japan survives perfectly well and both Britain and the USA in recent decades have had far larger deficits than now. A comprehensive examination of the topic is provided by Austerity: When It Works and When It Doesn't by Harvard associated academics Alesina, Favero and Giavazzi. (Alesino et al. 2019) They state "The bottom line is that austerity measures are sometimes required because of past policy mistakes, or a combination of past policy mistakes […] and unexpected negative shocks. The latter are fortunately relatively rare, so austerity is almost always the result of poor foresight and overspending relative to tax revenues." This explains the reason but does not justify the continuance of the policy in the face of its proved ineffectiveness.

Reducing government expenditure (and reducing the ability of the State to oppose Business aggrandisement) results in depriving the poorest sections of society of benefits received from the social kitty to ameliorate their impoverished circumstances, such as badly paid or insufficient employment, physical or mental ability and illness, As a result the poor are effectively being taxed again whilst the State is subsidising employers paying low wages and landlords charging high rents. In this way the already rich get the benefit of State handouts taken from the people who need them most. At the same time the State is reducing the rates (local taxes) for businesses and the richest income earners. The State under the control of Business is making the rich richer. Elliott and Atkinson, in The Gods That Failed: How the Financial Elite have Gambled Away our Future, (Elliott & Atkinson 2009) provide the background and the process of this situation. The role of wealth in oppressing the poor is detailed in The Great Escape: Health, Wealth and the Origins of Inequality by Angus Deaton, Professor of Economics at Princeton University and Nobel Prizewinner for Economics in 2015. (Deaton 2013) The actual proof of the effects of inequality is shown in the detailed research undertaken by Wilkinson and Pickett in The Inner Level (Wilkinson and Pickett 2018), to cover, stress, anxiety, depression, addiction, unnecessary spending and ruinous gambling.

Why would the State be doing this? It could be said that this is what the State has always done – the Law is there to protect property and the poor don't have property. Parliament was developed to involve landowners who were required to pay taxes on their land, but wanted some political influence in return. Thus Parliament took power from the monarchy in order to ensconce the power of landowners. Merchants (Business) took over Parliament during the English Civil War in the 17th Century when the City of London made significant financial contributions to the military opposition to the king. (Kynaston 2011) There followed the development of the British Empire through overseas trade which became formalised when the State bailed out the East India Company in Bengal and annexed India in 1858. (Tharoor 2017) The repeal of the Corn Laws in 1846 created the Conservative Party and Free Trade and enabled Britain to become a world-dominating industrial power importing raw materials from around the world and exporting finished manufactured products to these captive markets.

The City of London has always been the hub of British Business – not in the manufacturing or productive sense, but in the Business sense of providing finance and insurance. (Kynaston 2016) It has always been independent of the State and indeed has a unique constitutional position in being able to influence the Speaker of the House of Commons not to allow bills that might damage the commercial interests of the City. (Lucas 2015) 3500 people in the City each earn over one million pounds annual salary. (Neate 2019) Financial services are considered a key element in British Gross Domestic Product (GDP) contributing 6.5% of the total figure in 2017. (Rhodes 2018) Much of the activity of the City is now casino Capitalism where financial trades are made on stock and currency fluctuations in microseconds and billions of pounds in profits and salaries generated. Nothing useful is provided for the general good other than the specious claim of its contribution to GDP.

The rich are protected because money talks. Money is the measure of all things. (Jones 2014) Wealth underpins the position of the rich and is used to exercise power in the political process. Examples of this manipulation are: contributions to political parties; control of the Press always to support the status quo and counter any challenges; intimidation of the BBC through threat of a commercial sell-off, so that it is an uncritical promoter of all government initiatives; the maintenance of private education and 'the old boy network' which creates an interconnecting clique of the privileged in Business, the Civil Service and government (the State) itself where even today its social construction is hardly different to what it was in the eighteenth century. (Green & Kynaston 2019)

Of course, the major issue for Business and the State at the moment is Brexit. It exemplifies the tensions between the two fundamental functions of Business and the State. Firstly, Europe is being rejected because a powerful Business faction believes there will be more opportunities to increase their wealth outside of the so-called restrictions of the European Union. Secondly, people in the UK are disillusioned with the political process (the State) that has allowed inequality, unfairness, poverty, homelessness, food banks, mental health issues and the decline in public services and health care resources to burgeon, by putting a spanner in the works as a cry for recognition – let's do something different and leave Europe. (Richards 2017, Chapter 6)) Neither of these two positions have produced any serious discussion or debate or consideration of what the real consequences of leaving the EU might be.

In terms of how the wealthy controlling element in society, the rich, sees the outcome the fact is that it doesn't matter to them. They can shift their money anywhere in the world and invest anywhere so they won't lose out if the British economy crashes. Business will carry on as usual elsewhere. The City of London is not British-controlled any more. Britain has always been a proponent of international capitalism (e.g. the British Empire). Globalisation is a boon to the rich with more business opportunities on a wider scale and so more profits and income.

Globalisation is an important element in the relationship between the State and Business. In the nineteenth and twentieth centuries nation states were created across the world and national economies were defined and controlled by national governments. With the rise of global trade, the State mechanisms for interacting with Business have proved inadequate. Businesses with international capacity have benefited from State support. Where the dictats of the neo-liberal Chicago School influenced the World Bank and the World Trade Organisation to insist on beneficiary states having to open up their economies to international competition this largely resulted in trans-global corporations taking rich pickings in these previously protected markets. As a result poorer and developing countries are exploited by foreign transnational organisations and do not benefit from the changes – either in proper taxation of the profits made by the foreign interlopers, or ability to resist the economies of scale exercised by them. Effective regulation of this global trade has not been effective since the neo-liberal inspired abandonment of the Bretton Woods Trade Agreement by US President Nixon in 1971. The US had agreed to buy dollars at a fixed price related to gold reserves valued at $35 an ounce. This created a stable medium for international exchange. Its end meant that all currencies floated against the dollar and each other and there was a market in differing exchange rate opportunities. It has been a good deal for the financial services industry. (Hutton & Giddens 2000)

International trade is laissez-faire and controlled by Business for its own interest and beyond the purview of the State. Whilst there are international trade agreements such as TTIP and EU Tariffs they differ widely in terms of standards and quality and environmental considerations. So, at the global level, the State does not constrain Business to act for the general good. As international trade becomes more integrated with worldwide production of goods and food so too does the profit-first mentality which leads to the disregard for any other consideration, particularly the environment. The vast amount of shipping required to move goods across the oceans contributes enormously to carbon dioxide contamination of the atmosphere and global warming, but such concerns are subordinated to the gods of trade, profit and GDP.

There are endless stories of the oppression of workers in Bangladesh and the Far East working for a pittance in unsafe factories, living monastic lives in dormitories for months on end, and a blatant disregard for worker welfare with fires and building collapses frequently reported.(CCC 2018) Whilst concerned citizens in the West might wish to remedy these situations they have only recourse to boycotting goods from offending retailers at home who use these supply chains because there is no political resource to have a more direct effect externally.

The international situation with regard to wealth mirrors the situation in global trade where there are no international rules constraining it. There is a money underworld equivalent to the 'dark net' beneath the everyday Internet, an underground parallel system that is accessible to a few who use it, to conduct dodgy business such as drug smuggling and money-laundering. Oliver Bullough in Moneyland (Bullough 2018) explores the secret labyrinth that surrounds wealth. It ensures that ownership of assets is so well hidden that even the US State Department does not know who actually owns a third of the properties it leases for high security purposes. Similarly there are 86 properties in Eaton Square London SW1, one of the most expensive areas in Britain, whose owners are inidentified. With the neo-liberal inspired end of capital controls money moves freely around the world. Some national governments (the State) have conspired to facilitate this process by setting up tax havens where no questions are asked about where the money originally came from and how it was produced, and no questions asked about who the real owners of the assets are. Switzerland, Britain, the West Indies, Mauritius and a host of other places provide facilities where wealth can be parked out of the reach of national tax authorities. Britain runs about half of the tax havens in the world.(Shaxton 2012)

As with individuals so too with transnational companies who can avoid taxes on profits in the countries where they were produced by having arrangements with accommodating countries such as Ireland, Luxembourg or The Netherlands to transfer profits to these jurisdictions where minimal tax rates apply. Beforehand the companies have reduced their potential liability to tax by manipulating their accounts to indicate vastly reduced profits. The device used is 'transfer pricing' where a royalty is paid by the main company to a subsidiary company registered in the favourable environment for the use of a copyrighted name that the subsidiary nominally owns at such an extortionate fee as to all but eliminate all profits from the account books of the originating company. In such a way Amazon claims not to make any significant income on its multi-billion pound industry in the UK. (Sweney 2018)

There is a whole service industry dedicated to tax avoidance which has expanded significantly in recent years and makes its income from auditing company accounts for legal purposes, sitting on Accounting regulation committees, advising governments (the State) on how to amend and control, or not, accounting practices, and advising companies how to avoid tax liabilities. This is of course the Accountancy profession led by the Big Four – PriceWaterhouseCoopers, Deloitte, Ernst and Young, and KPMG.

Originally set up to monitor the integrity of company accounting records as a correct reflection of trading activity so that the State could assess tax liability, they have made a poor job of it and generally got off scot free when their judgements were found to be seriously flawed on accounts approved for companies that then immediately collapse through insolvency. Bean Counters:The Triumph of the Accountants and How They Broke Capitalism by Richard Brooks reveals the whole dastardly story (Brooks 2018). Notable examples are the Enron collapse, the largest in US commercial history and the Carillion case in the UK. Whilst the accountants for Enron, Arthur Andersen, were taken to task in the USA and eventually closed down, no blame was attached in any case involved in the 2008 economic crash of the US sub-prime mortgage industry and the concomitant collapse of large banks in Britain and Europe. The excuse that gets the auditors off the hook is that their responsibility is only to confirm that the accounting practice is reasonable and in line with current accounting practice. So if lots of companies are conducting dodgy practices and one goes down the auditors declare that they were acting reasonably because none of the others collapsed so how could they have identified the one that would?

Among the dodgy practices one might have expected to have been noticed and challenged by experienced auditors is the practice of including next year's anticipated profits as assets in the previous year's accounts in order to make the financial position look more secure. The two problems with this are: are the expected profits reasonable? And will they actually be realised given the state of the market? The recent collapse of Patisserie Valerie in the UK (Butler & Wood 2019) revealed that the auditors failed to note that the profit projections for the company were double those of all other businesses in the same market, and indeed they were inaccurate.

So the rise in power of Business in relation to the State has been facilitated and promoted by the very organisation that was designed to ensure that it pursued the social interest. When the guardians of the system are corrupted, or wilfully inefficient for their own private interest, then one must suspect a deeper malaise within society that is perverting the system. Indeed, many critics point to the decline in public morality (Collier 2018) as an underlying cause of the change in the relationship between Business and the State. Business lost its social connection in its pursuit of profit alone, which was aided and abetted by individuals who found opportunity for personal enrichment in the new Business environment. If personal advancement and the accumulation of wealth are acceptable social aspirations – as in the realisation of 'the American Dream' – then it is inevitable that they will eclipse all other considerations and put personal issues above social and public ones.

One unattractive aspect of wealth, perhaps more noticeable among the nouveau riche, is the attitude of entitlement that personal wealth accumulation engenders. Money is the measure of all things. It's history and evolution are tabled by Felix Martin in: Money, The Unauthorised Biography (Martin 2014). People who have made their fortunes from business activity feel they deserve it and dismiss the contribution of the circumstances of their success. They believe they deserve their success because it was due to their own efforts, not from the fact that they were in a position that enabled them to prosper. Other people who did not make themselves rich are proof of the fact that they are less worthy notwithstanding the fact that they did not have opportunities for self-advancement through their job situation. This reflects a time-honoured Protestant ethic that material success is a sign of divine endorsement of human business activity. Concomitant with this belief is the belief that the poor are deservedly so as punishment for their idleness. Is luck really a sign of divine approval? Will winning the Lottery show God's love?

Whilst a small clique are reaping the benefits of an, albeit slowly growing, economy and keeping most of the profit to themselves (Mazzucato 2018), the majority who have gained little in the last decade are disillusioned and frustrated. The political establishment seems unable and unwilling to address the social issues caused by the new reversal of control between the State and Business. This in turn has produced a deep mistrust in the political process and a belief that no redress will be forthcoming. This environment is conducive to the encouragement of demagogues who exploit this unrest with false promises of simple solutions. This situation is ascribed to a failure of leadership among the political elite. A typical focus is on the role of immigrants in upsetting the local economic order and hence making them scapegoats for the current problems. These political mavericks become popular and divert attention from the real issues so that the powers that be can carry on making money in peace. The proposed solutions to the problem will not remove them, but instead exacerbate and increase them. Blaming immigrants will not make the problem go away. Capitalism needs cheap labour and the cheaper it is the more profitable it makes Business. So more cheap immigrant labour is inevitable till the time comes when robots take over all physical labour and the problem will be unemployment for everyone who has to work for a living. The Industries of the Future by

Alec Ross examines the advance of artificial intelligence and its potential fundamental effect on work as the main structure of human life. (Ross 2016)

The big question is: do the politicians know what is going on? If so, why is nothing being done to correct the imbalance of the political system where democracy and social good no longer direct policy and greed and self-interest are allowed to prosper to enrich a few and pauperise the many? Of course, politicians do know what is going on and many are keen to redress the issues. However, the political systems in which we operate are antiquated, innately conservative and ill-equipped to deal with the current situation. Caroline Lucas's Honourable Gentlemen? chronicling her first year in Parliament as the sole Green MP clearly outlines the onstacles to reforms and defines the necessary steps to make the political system more responsive to the will and needs of the people. (Lucas 2015)

The first requirement is a need to reform the Parliamentary process , replace the 'first past the post' electoral system with proportional representation, and instil an ethos of public service into government activity and ditch the subservience to neo-liberal economic dogma such as Austerity which is unjust and destructive. In Called to Account Margaret Hodge (Hodge 2016), the veteran Labour MP and Chair of the Public Accounts Committee of the Houses of Parliament from 2010 to 2015, charged with oversight of government expenditure, also highlights the problems in managing public finances in a cost-effective and socially meaningful way. The current Civil Service is intrinsically incapable of doing because of its customs and traditions. She calls for a reform of the Civil Service and a re-establishment of its public-service ethos without its current subservience to the Business culture. Its corruption is caused by the 'swinging door' concept that retired Civil Servants will find cosy well-paid employment in Business after they retire if they have been amenable to Business interests while in office.

The identification of the shortcomings of government agents provides strong ammunition in the USA for denigrating the activities of government in order that they may be taken over by the private sector. Of course the fact that the faults identified are created by the Business ethos and the alternatives proposed will worsen the situation is ignored, because it is more important that government be discredited by any means to further the Business agenda.

The Coalition government in 2010 offered proportional representation to the electorate in a referendum, but it was rejected and is now off the agenda. The Brexit debacle which illustrates the inability of the current two party system to act together in the national interest has shown that proportional representation is now more important than ever. Even if it gives representation in Parliament to a vociferous right-wing minority it is better to include them in the body politic rather than let them erode it by criticising and never having to take responsibility. To one critic at least, Michael Lewis in The Fifth Risk: Undoing Democracy (Lewis 2018), the competence of the Civil Service to re-orient itself is a fundamental necessity to bring about and sustain the change that is needed to redress the deleterious influence of Business over the State. In the United States the need is to be able to sort out the mess created by Donald Trump.

The social fabric is also being eroded by the providers of social media. Media companies such as Apple, Google and Amazon as giant multinationals avoid paying taxes and exploit personal data from users of their services on phones and computers which they sell on to interested parties for profit. At present mostly purely commercial exploitation of the data is undertaken, but its potential is there to enable control of the populace by knowing the location and activity of individuals by space and time. At present there are no adequate controls of these mega organisations with the result that the phenomenon of fake-news is used to distort public perceptions and promote private political agendas to direct the State towards further enabling these organisations to extend their influence or at least not to restrict them or control them in the public interest. As Alec Ross says in The Industries of the Future (Ross 2016 p.152) "Data is the raw material of the information age".

The supporters of Business supremacy over the State are aware of the potential opposition to the current situation. Hence there are media assaults on certain elements to ascribe blame for what is going on and divert attention from the real causes and beneficiaries and perpetrators of the new order. So we find that 'old people' as a group are blamed – they do not work, they enjoy good pensions, they are property owners, they take up a disproportionate share of National Health resources because they are old and living longer, they are naturally conservative and hearken back to 'the good old days' when everything was better than it is today. (Otsu & Shibayama 2016) Hence the nostalgia for the 'British Empire'. Whether the stereotype is an accurate profile of this group does not matter because it is recognisable and so adopted.

Another version attacks an 'urban salariat' of people born after World War Two who have lived comfortable lives and enjoyed long careers in a peaceful, developing economy producing an improved standard of living for all and prosperity and home ownership and the resources to ensure good education and house purchase for their offspring, something impossible for the majority of people to achieve now. These beneficiaries, it is touted, must be the villains. This is Collier's contention (Collier 2018) No mention of those who have salted away 80% of the gains of the economic growth in the post-war period for themselves. (Mazzucato 2018)

At the same time this narrative appeals to 'Millennials', those people born a decade before the turn of the century, who find they cannot earn a decent living, cannot afford to buy a house and struggle to pay extortionate rents. These potential malcontents are encouraged to blame specific other groups for the ills of society whilst the real culprits are never identified. While confusion reigns, the status quo prevails and money-making continues for those who can. There is an ultimate end to this process which is revolution, when the rich are sought out, lined up and shot and their wealth confiscated. Historically, most governments don't let things get this out of hand and so make concessions when their backs are against the wall. Wars are also a good promoter of political compromise and reform thus allowing the State to control economic activities for the general public good. But even wars benefit Business; the First World War created 5000 millionaires in the USA. (Butler 1935)

Whilst the prime issue in resolving the imbalance between the State and Business is political reform of institutions and the electoral process, there is also the need to reinstate a moral perspective into Business activity and restore a commitment to public service and social well-being. Joseph Stiglitz was Chief Economist at the World Bank in the 1990s and a critic of the US Treasury and World Bank's reaction to the Asian economic crisis in 1997-98 which ignored the underlying issues and paved the way for a repetition with far worse consequences on a global scale in 2008. Freefall: Free Markets and the Sinking of the Global Economy identified the problems as pandering to the Wall Street US financial centre, tax breaks for the rich and the nostrums of the Chicago School and above all a lack of consideration of the rest of the world in both financial and material fields. (Stiglitz 2010)

The world order has changed dramatically in the second decade of the twenty-first century. The USA has abdicated its world leadership role for national self-interest and economic developments have led to the rise of China as the dominant force in the world. Unlike nineteenth and twentieth century empires the Chinese are not setting up expatriate colonies or strategic military and naval bases around the world to intimidate the locals, apart from creating new islands in the South China Sea to extend their international boundary and influence in the area. Their power is economic power, based on China's investment capability (Weiner 2011).

China is a great manufacturing economy which has achieved astounding annual growth rates because it is the starting point for much of the global trade and transport and has earned a lot of money from this position. This money has been invested in buying land in Asia and Africa and South America for future food production for the Chinese population. This initiative is supported by enormous infrastructure developments such as roads and hospitals in host nations as, for example, in Ethiopia,(Kiruga 2019) and China is also building a road across Asia to link China to Europe. China has invested in the USA by buying 846 billion dollars' worth of US government bonds and so is de facto underpinning the US economy. The growth in power and influence of China is fully discussed in Martin Jacques's When China Rules the World (Jacques 2009)

The relationship between the State and Business is different in China than elsewhere in the world. The State is not seen as the representative and agent of the people with a democratic mandate. Instead, for millennia, the State has been seen as an extension of the family, maintaining social norms and customs. Communism has not led, as in Russia, to State Capitalism. Although there are a large number of state-owned businesses, and in fact all of the largest business enterprises are state owned, and they are the most successful businesses, private enterprise is allowed and even promoted and competition between all players is encouraged. In China Business does not dominate the State and the State does control Business.

The Chinese have evolved a different way of doing things than in the West. It may become a model for the rest of the world now the capitalist western model has failed. Paul Collier, also once Chief Economist at the World Bank, in The Future of Capitalism: Facing the New Anxieties (Collier 2018) proposes that the old post 2nd World War equity of the 1950s and 1960s can be brought back by the infusion of a new moral attitude and an understanding of our responsibility to the environment. Robert Kuttner in Can Democracy Survive Global Capitalism? (Kuttner 2018) also seeks a return to that era if we could achieve co-operation in society to meet everyone's expectations and on an international scale with ' revision' and 'flexibility' the watchwords. Dani Rodrik, Professor of Economics at Harvard in his Straight Talk on Trade (Rodrik 2018) concludes that democracy is inherently incompatible with 'hyperglobalisation' because democratic political control has not extended beyond the nation state. In A New Politics from the Left Hilary Wainwright posits a 'politics of knowledge' whereby people's tacit understanding and experience run counter to the prevailing Business orthodoxy can provide the solution to the current impotence felt by many because it has been applied and has prevailed in many community projects around the world which haven successful and provide an example to and avenue for others to follow. (Wainwright 2018) This proposition is supported by Raghuram G. Rajan, Governor of the Reserve Bank of India from 2013 to 2016, and Professor of Finance at the University of Chicago Booth School of Business and the author of The Third Pillar: How Markets and the State Leave the Community Behind. (Rajan 2019) who gives many examples from India of successful community ventures and stresses the absolute importance of empowering local Communities so that people can direct their own economic future in a true expression of democracy and a just society.

Conclusions

So to conclude: the State has been taken over by Business in the West and democracy has been thwarted. In China the State, which was never democratic, rules Business in the social interest. It is unlikely that China will evolve the democratic systems of the West which have generated the economic empires of the 18th to 20th centuries and so worldwide 'people power' is unlikely to overturn the global dominance of Business. Meanwhile the exploitative character of capitalism is destroying the planet and will continue to do so unless stopped or cheaper alternatives are developed to remove the need for the resources being devoured. In its current phase of development, China has little interest in ecological matters and the situation is set to get worse as India and South-East Asia, and South America and Africa and Russia increase their demands for a share of the material comforts of Western life. It may well be that ecological disaster will be the only thing that stops this human rapaciousness as everyone will be affected and have to work together to save the planet on which we all depend. The issues are well explained in Naomi Klein's No is Not Enough; Defeating the New Shock Politics (Klein 2017).

Finally, there is hope for the future outlined in a manifesto for economic, social and political change by New Thinking for The British Economy edited by Laurie Macfarlane which covers 14 relevant areas for action. (Macfarlane 2018)The topics are:

1.Democratic Ownership,
2.Building Digital Plenty: From Data Enclosure to a Digital Commonwealth,
3.Work and Free Time: A New Social Settlement,
4.Building a wellbeing Economy,
5.Transforming Care,
6.Industrial Policy: Impossible but Indispensible,
7.Financial Globalisation and Capital Mobility: What Can be Done?,
8.Towards a People's Banking System,
9.Curbing the Debt Economy,
10.Beyond the Property Owning Democracy,

11.A Progressive Vision for Trade,
12.'Race' and 'Racism' in the UK,
13.Media Democracy: A Reform Agenda for Democratic Communications, and
14.Trying to Milk a Vulture: If We Want Economic Justice We need a Democratic Revolution.

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The impact of including mandatory work-placement on the validity of the HND Hospitality qualification

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A B S T R A C T
The assessment under investigation here explores the validity of the HND Hospitality Management qualification with and without work placement. The construct validity framework of Messick (1989), predictive validity framework, and the Kane and Crooks (2008) models and frameworks are applied to determine the factual impact on the validity of the current assessment method/process and also to evaluate the implications of the work placement on the validity of the HND Hospitality qualification. It is concluded that the integration of a period of mandatory experiential learning via placement in the industry would not only enable students to acquire the required skills to do at least the basic job role but it would provide robust evidence of knowledge and skills in certifying the validity of the HND qualification as a whole.

Keywords: Validity, HND, hospitality management, work-placement, evidence, qualification, assessment, framework

Introduction
Hospitality businesses need employees with adequate academic knowledge and practical skills to enhance labour productivity (Independent News for International Students, 2016). People1st (2016), reported substantial skill shortages (64%) in the hospitality industry which are largely interpersonal and employability skills. This report also stated that the skill gap decreased staff retention which indicates the high demand for hospitality graduates with the necessary skills. According to Purcell & Quinn (1996), this is due to hospitality graduates under-performing when employed. Furthermore, the industry blames academic developers for producing graduates who have unrealistic expectations in an environment where operational competence is crucial. In a report published in the Evening Standard (17January.2019), the chairman of the Institute of Hospitality emphasized on the fact that the provision of apprenticeship opportunities to young talent is an important factor to improve graduate skills and performance in the workplace.

BTEC Higher National Qualifications including the Higher National Diploma (HND) in Hospitality Management are designed as "work-related qualifications" developed for learners gaining employment, or already in employment and seeking career development opportunities (Pearson Education Limited, 2015). The HND Hospitality curriculum is structured into seven mandatory and thirty-five optional units. Learners must achieve 240 credits by completing four mandatory and eleven optional modules. The qualification was developed for the purpose of combining the academic knowledge and practical skills required to develop an individual to make an immediate contribution to and achieve direct progression in the Hospitality employment sector (Pearson Education Limited, 2018).

As a HND Hospitality lecturer and assessor in an institution which follows BTEC guidelines, from personal observation and professional discussion, I believe the current assessment used in collecting evidence of students' knowledge which includes assignment, reports and classroom examination has been impacted by several assessment malpractices. Moreover, the only evidence to prove learner's theoretical knowledge and industrial awareness (work-placement) is classified as an optional unit by the awarding body.

Koretz (2008:215), validity is the most important criterion in evaluating the quality of a test. Validity in assessment is referred to as an ability of an assessment tool in measuring the underlying outcome of interest (Sullivan, 2011). According to Shaw and Crisp "ensuring educational assessments have high validity is a fundamental aim of all those involved in the development of assessment. Being able to provide evidence for the validity of an assessment is increasingly recognised as important" (2012, p.3). Cronbach 1974 as cited in (Newton & Shaw, 2014) a test is not validated, but the interpretation of the test outcomes from a measurement procedure. It makes sense that hospitality industry experts, educators, and assessment developers should develop a robust validity assessment process for the HND Hospitality qualification.

Validity of assessment
Validation is not an endpoint but rather a process of collecting validity evidence to identify the appropriateness, uses, and outcomes of assessment results (Cook, et al., 2016). "Validity is an integrated evaluative judgment of the degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of inferences and actions based on test scores or other modes of assessment" (Messick, 1989, p.13). Assessment is labeled as "valid" when validity evidence has been collected and applied even though it does not state the process of collecting the evidence or reveal gaps in or justification of evidence (Cook, et al., 2016).
Messick (1989) defined validity as evaluating evidence to support the appropriateness of a test score or assessment (Messick, 1994). Validity is described as a chain consisting of linked stages where if one link is weak ('threat to validity') the whole chain is weakened (Crooks, et al., 1996). The principles of validity apply not just only to interpretive and action inferences derived from test scores as ordinarily conceived, but also to inferences based on any means of observing or documenting consistent behaviours or attributes (Messick, 1993).

Purpose and interpretation of vocational qualification and placement
The fundamental purpose of any qualification is to clearly inform prospective providers of education and training as well as future employers of an individual's acquired knowledge, skills and attributes. Higher education has been challenged for not integrating teaching the students the required skills

and knowledge needed for immediate employment (Brookes & Hughes, 2001). This view brought the concept of vocational qualification into the educational sector to bridge the gap. Vocational qualification and its assessment were developed with an aim to continually provide graduates with knowledge, skill and experiences required in employment. National Vocational Qualifications and assessment were designed with the assumptions that through its application, industrial knowledge is evident i.e. through the application of industrial skills (linking evidence at the workplace) with academic knowledge individuals should be able to demonstrate their competency in performing at least the basic standards required in their job roles (Young, 2008). Without the inclusion of work-based practice vital and integral skills required to work in the industry are not achieved. In this assumption was the HND in Hospitality Management designed.

BTEC HND hospitality management curriculum framework

The HND Hospitality Management qualification in its design includes mandatory units e.g. Customer Service, The Contemporary Hospitality Industry, Food and Beverage Operations Management, and The Developing Manager (Edexcel Limited, 2011). According to the curriculum, modules such as The Developing Manager, Personal and Professional Development, Customer Service, House Keeping, Menu Planning, Front House Operations, strongly require industrial work experience in order to validate the qualification (Edexcel Limited, 2011).

The HND hospitality and current issues on validity of qualification

The purpose of a qualification is paramount in determining its validity (Ofqual,2014). The rapid advancement of the hospitality industry and increasing standard of the services has become a threat to the validity of the HND Hospitality qualification as advancement in technology and modernisation in service have transformed the industry very rapidly (Bilgihan & Nejad, 2015). In relation to this qualification design, hospitality industries seek potential candidates who can demonstrate essential knowledge and skills in performing their various professional roles.

According to Ofqual (2014), the primary focus of vocational qualification assessment is that evidence used should produce a valid measure of the proficiency in an individual; however, Leslie (1988) identified a substantial lack of vocational skills or industrial experience in the attained qualification. The evidence collected from Leslie's survey confirms that the HND qualification without obligatory work experience shows individuals under-performing in the job role at the initial stage of employment (Leslie,1988, p.64). This is impacting on the validity of the qualification because upon graduation majority of the students do not have the requisite skills. Ronald (1997), expressed his fear about students' intentions of getting a certificate but not gaining knowledge or skills and gave warning about the ultimate validity of the qualification (cited by Stobart, 2008). In 2014, Ofqual commissioned a research study carried out on the validity process and evidence used in justifying the validity of the HND qualification in order to identify if the qualification is fit for purpose. This study provides a critical review that identifies, collects and appraises evidence which is essential in assessment and helps to substantiate the validity argument.

A website article by the BBC (2018) stated that "buying essays for cash is being normalised". It was further mentioned in the report that a newly developed type of software called "forensic linguistic" converts essays into the English language from other languages. With this sophisticated way of assessment cheating, a Turnitin check is not enough to spot assessment malpractice. Therefore, current assessment evidence is not enough to verify a learner's knowledge due to various assessment malpractices. The gap between the effective applications of theoretical knowledge with practical skill in the hospitality industry illustrates the deficiencies in the product. Hence, there is a vital need for increased awareness of the validity of the hospitality qualification. Cheating is one issue but there are potentially more validity issues if examinations, coursework and presentations are used to assess this syllabus without the inclusion of mandatory practical work placement.

Messick's construct validity framework for the HND hospitality qualification

The comprehensive theory of construct validity framework designed by Messick (1989) takes into account score meaning and social values in test/scale interpretation and use is an integration of a unified concept that interrelates content, criterion, and consequences (Kane, 2001; Kane, 2006; Shaw & Weir, 2007; Opposs & He, 2011). The Construct Validity framework proposed by Messick in 1989 refers to the procedures in ensuring assessment items reflect the intending construct being measured. Messick's validity framework adopts five sources of validity evidence and he evaluated the two threats to construct validity which are "construct-irrelevant variance" and "construct underrepresentation". Construct irrelevance variance is used to describe assessment being too broad thereby containing excess reliable variance irrelevant to the interpreted construct while construct under-representation arises when a test is too narrow or fails to incorporate crucial features, dimension and components of the construct (intended purpose) (Messick, 1995, p. 742). According to Messick (1989), in order to avoid threats associated with construct validity, contents specifications of scale should reflect the breadth and scope of the construct raised in score interpretation. Validity is not viewed as assessment property but the meaning of an assessment score, context and individual response to the assessment (Sullivan, 2011). If the key parameter in considering the validity of qualification is to identify its purpose then, the current HND Hospitality Management assessment and qualification is to be questioned.

A qualification requiring demonstration of knowledge and skills without incorporation of obligatory hands-on experience as part of the assessment criteria leads to construct under-representation which can be problematic in ensuring validity because "something important is left out" (Koretz, 2009, p.220). Furthermore, when the foremost objective of the qualification is not verified in the assessment process, construct validity has been misrepresented resulting in construct-underrepresentation. Leslie's survey discussed in the previous page significantly demonstrates construct underrepresentation because practical skills is listed as an optional module in the curriculum and module specification.

According to Messick's five sources of evidence validity framework, content validity refers to steps taken to ensure that items used in the assessment reflect the construct intention of measurement. In a view of this, construct intention of the HND qualification is for students to have sufficient practice in order to make an immediate contribution upon employment, however work placement which serves as a medium for this to be fulfilled is classified as optional unit in the HND Hospitality curriculum. Learners' interest and intention must also to be considered while setting methods of assessment. According to Ronald Dore (1997), cited by G. Stobart "in the process of the qualification the pupil is concerned not with mastery, but with being certified as having mastered" (Stobart, 2008. p.89). The response process is the fit between the construct and the detailed nature of performance actually engaged in (Messick, 1989). "The evidence evaluates how well the documented record reflects the observable performance" (Cook, et al., 2016, p.3). By examining the classroom evidence (assessment) and observable performance of an individual learner, the question is, would the learner's performance in the hospitality industry reflect what was taught in the classroom? In reference to this inference validity framework, recorded evidence supports arguments of the HND Hospitality qualification with and without mandatory work placement.

Crook et al's framework and the HND hospitality qualification

"Validation begins by considering the construct of interest" (Cook, at el 2016, p.6). The HND qualification was designed to enhance academic knowledge through technical skill (construct of interest). Every assessment process used in verifying performance of candidates involves collection and interpretation of valid evidence or data (Cook, et al., 2016). It is therefore assumed that the appropriate validity evidence to identify knowledge and skills in the HND Hospitality qualification has been collected. However, this is not so because theoretical "knowledge" evidence is collected through written report-based assessment while there is no collection of valid evidence of practice in the field/ industry. Assessment is labelled as "validated" when valid evidence has been collected. "Validity can never be proven; but evidence can, as it accumulates, support or refute the validity argument" (Cook, et al., 2016, p. 2-3)

Current evidence of a learner's poor performance in demonstrating adequate specialised knowledge to effectively deal with challenging situations such as customer demands (People1st, 2016) supports the validity argument of the HND Hospitality qualification because evidence illustrates there is a weak correlation between assessment results and a learner's observable characteristics in skill performance. This correlates to criterion and construct validity. The importance of considering the quality, length, and breadth of collected evidence is highly emphasized (Cook, et al., 2016). Furthermore, "collecting abundant evidence of score reliability does not replace the need for evidence about content relationship or consequence" (2016, p.5). In the light of this research study, collecting evidence from assignment, portfolio, report and classroom presentation to give evidence of student's score consistency should not replace the only valid evidence which proves the relationship between content and consequences (obligatory work-placement) and supports the main objective of developing vocational qualification.

Appraising existing evidence and collecting new evidence in order to demonstrate validity argument is essential. "Evidence looks at the impact, beneficial or harmful, of the assessment itself and the decisions and actions that result". (Cook, et al., 2016, p.3). According to Watt (1988) as illustrated by Leslie, (1988) in a survey carried out by Berkeley Scott comprising 66% of restaurants and 44% of bars, the hospitality sector was experiencing great difficulty in recruiting skilled staff as distinct from executive personnel. The above survey indicates and concludes that Hospitality graduates are demonstrating poor skills and attributes upon gaining employment, and it shows that there is no current assessment process that offers learners the opportunity to evidence their skills. In other words, enough samples should be collected to develop robust assessment evidence of a learner's ability and skills. In addition, educators rarely have the interest to know how well learners would perform in a simulated environment rather than their performance in real life hence in HND Hospitality a comprehensive approach in validating qualification should include evaluating the degree to which mandatory work experience impacts student ability and performance (Cook, et al., 2016).

Predictive validity framework and the HND hospitality qualification

Predictive validity is defined as an ability of an instrument to predict future performance of specific skills and knowledge in a respondent (Newton & Shaw, 2014). It is used to evaluate individual future performance in a given universe of situation, thus the overall concept is to predict a specific criterion. According to Pearson Education Limited (2015), Level 5 HND Hospitality curriculum specification which states that upon graduation, students will be able to apply and take for a mid-level managerial role e.g. head of department, manager of specialised unit etc. Kumarasinghe (2010), in a research report mentioned that some of the roles involved in mid-managerial position are strategic planning, co-ordinating, problem solving and negotiating. Also, Guo & Calderon (2007), illustrated that to be effective in performance, there are skills and competencies (e.g. human relation, conceptual skills and marketing) essential for mid-managerial role. Reviewing predictive validity argument on meeting a specific criterion, the HND Hospitality graduate's future performance would be predicted on work-based skills. However, findings from researches discussed in this report earlier, showed that students struggle to demonstrate the basic skills required to work in the hospitality industry and demand of skilled staff remained unfilled. Therefore, the overall future performance of Hospitality graduates has not been achieved as predicted.

Kane's (2008) validity framework and the HND hospitality qualification

Kane (2006), proposed an argument-based approach to validity evaluation requiring researchers to unambiguously analyse the proposed interpretations of the assessment. In other words, all threats relevant to the validity of assessment inferences must be evaluated. An assessment score is written based on observation, with the assumption that the score reflects the level of individual performances. Furthermore, in this model there is the assumption that a combination of various performances reflects the desired outcome in a test environment and the outcome should reflect the desired outcome in real life performance. Considering this element in the HND Hospitality Management programme, a combination of various performances to reflect the desired outcome has not been effectively practised, hence effective performance in a real-life situation is weakened.

The total score used in a test setting should reflect meaningful performance in a real -life setting (Kane, 2008), it was found that the score used in the HND qualification does not illustrate the authenticity of context because the learner's skill is not developed to effectively apply the theoretical knowledge in a workplace setting. So, assessment developers should give more importance to the validation activities. This notion correlates with Messick's (1998) validity framework as discussed in the previous part.

Looking at the evidence, the consequences associated with lack of mandatory work placement are high and can cause a deleterious effect in the hospitality industry. A study by Abdullah (2015) concluded that the introduction of mandatory work placement can offer experiential learning so that learners can integrate and consolidate thinking and action. It is therefore necessary to say that the incorporation of mandatory work placement in the hospitality industry can provide validity evidence which reflects the aim of developing the HND qualification as well as certifying that holders of the HND qualification have acquired the required skills which are essential to perform their professional role.
Across all these research studies, one specific point is focused upon and consistent, that is the impact and importance of the practical skills in attaining the HND qualification and the validity of the programme assessment in terms of practicality and usefulness. Finally, incorporating mandatory work-placement will reinforce and validate the qualification because learners will be able to gain required skills and ability, and provide portfolio evidence of practice thereby strengthening the validation process and the construct of the qualification.

Conclusion

Validation is not a one-off practice but an on-going process, which relies on multiple source of evidence to ensure its effectiveness. The type or amount of evidence required in validation is determined by its claims, use and interpretation. Therefore, a more realistic and appropriate way to approach validity is by using a multi-dimensional process in requiring a diverse body of evidence. Moreover, a simple yes or no answer is not sufficient to ensure the trustworthiness of an assessment process. The validation inference validity framework proposed by Kane (2008), and construct validity framework of Messick (1989) which illustrates five sources in evaluating validity evidence were both straightforward to apply in considering elements of validity argument on mandatory work placement in the Hospitality qualification. In my opinion, both approaches support the academic debates on assessment purpose and use however, I found Messick's approach appropriate as it was useful in identifying the concepts of providing sources of evidence to validate the HND Hospitality qualification process. I have looked into evidence that supports validity arguments and associated threats in the validity process of the HND Hospitality qualification without the inclusion of obligatory industrial skills in the curriculum. To find practical solutions to current issues surrounding evidence in learner's development of hospitality related skills, taking into account Messick concept of construct validity, it is therefore recommended that the awarding organisation should strengthen their system in collecting data and evidence of graduate's performance in order to maintain national standards.

However, we cannot ignore to investigate the practicalities of collecting data and the prerequisites in standardising collected evidence. This in itself will raise challenges such as increasing work-load for learners and education providers to find relevant placements for students, the financial cost involved. The hospitality industry is unfamiliar with the assessment processes of the HND qualification and therefore would not be able to assess effectively which could lead to a bias decision in providing documentary evidence. These could be some of the issues that can arise, until the introduction of mandatory work placement is tested, however, we cannot say it will bring an absolute validation process of HND Hospitality qualification. Regardless of challenges, ensuring validity of an assessment should be a priority. Hence, assessment process of Hospitality management should include a comprehensive and robust approach which is based on a systematic and reliable collection of substantial evidence both from theoretical knowledge and practical skill in order to ensure that the qualification is fit for purpose.

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A literature review of prostitution in London hotels

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A B S T R A C T
Sex work, also known as prostitution, is a social occurrence that has been known to exist or happen over the years. It is a social wonder that has caused divergent perspectives and disagreements over time. In contrast to other social concerns such as low housing or unemployment rates that the government seems to take precedence and attempts to solve, alas, the topic of prostitution still remains inconclusive (St. Denny, 2014). This paper will conduct a literature review from a historical, legislative, sociological and psychological viewpoint, which will help in understanding the trade in its entirety, in the days of old and presently. A probe into the connection between prostitutes making their living through hotels and their revenue, whether directly or indirectly, will be looked at. In addition, the paper will highlight the correlation between the country's legislation with the boost of use of these organizations.

Keywords: Prostitution, hotels, legislation, new technologies, social phenomenon

Introduction
Prostitution as a subject matter invariably creates a divide with those that are convinced that the trade is wrong and those that do not. Sex work in the past and present still carries with it a form of sigma connected to it. Individuals have a false outlook and antiquated beliefs of the possible societal issues (for example alcoholism) the trade brings, adds to the negative perspective of the trade (Marneffe, 2010). However, it needs to be mentioned that "perceptions of prostitution are based on culturally determined values that differ in societies" (Nwakanma, 2015).

A study done for the Home Affairs Committee (2016) suggested that over seventy thousand prostitutes were estimated to be working in the United Kingdom. It was stated that out of that number, thirty-two thousand conduct their trade in the capital (London). Despite the fact that consensual sex for sale is allowed by law (Mills, 2017), it begs the question of why prostitution is still seen as a taboo. Is it just a social construct filtered through society, from generation to generation?

Furthermore, it was estimated that the number of clients that patronise the trade is estimated at 11%. Age range varies but is thought to be between the ages of 16-74 whom have used or is using the services of sex workers in hotels, street or through websites on more than one occasion. This amounts to over two million men in Britain (Home Affairs Committee, 2016).

There have been various studies carried out from varied theoretical standpoints like the legislative, psychological, feministic (social science) and historical (e.g. Walkowitz 1982, Barnett and Casavant 2011, Denny 2014). The paper will shed light on how far reaching incidents of prostitution are the hotel industry. This paper aims to discover through secondary resources whether the exclusion of brothels thorough legislation has enabled the shift in the use of hotels in the sex trade.

History of prostitution
Prostitution is the act of receiving money for sex (Ditmore, 2006). Prostitution is known as one of the oldest occupations to exist. One of the first documented incidences of the phenomenon was from ancient Mesopotamia, specifically the Sumerians. The ladies of the temple of Ishtar were publicly known to tender their bodies in exchange for money to be given to the temple (Fanni, 2014).

In 1791, the estimated numbers of known prostitutes were around fifty thousand; even though the phase differs to how it is deemed in today world. During the nineteenth century, the term prostitute would refer to not only females who were known to sell sex but to those that had children outside of marriage. Women whom took pleasure to slake their desires were also tagged as prostitutes. Therefore, with that reasoning, it was deemed that half of the numbers mentioned above were of the ladies that lived with a man out of the institution marriage; of which, 20,000 were indeed prostitutes (Flanders, 2014).

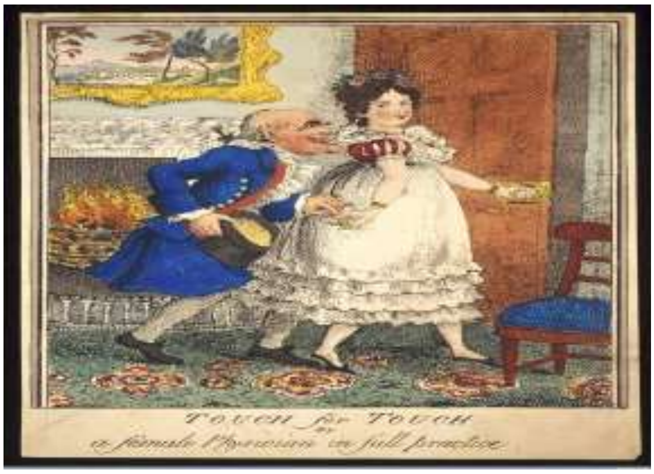

Figure 1: Touch for Touch is a satiric print that mocks and portrays the transactional relationship between the 18th-19th century sex worker and client. It shows her mode of attire, the handover of coins and the facial show of great anticipated enjoyment of the client. Source: Flanders, 2014

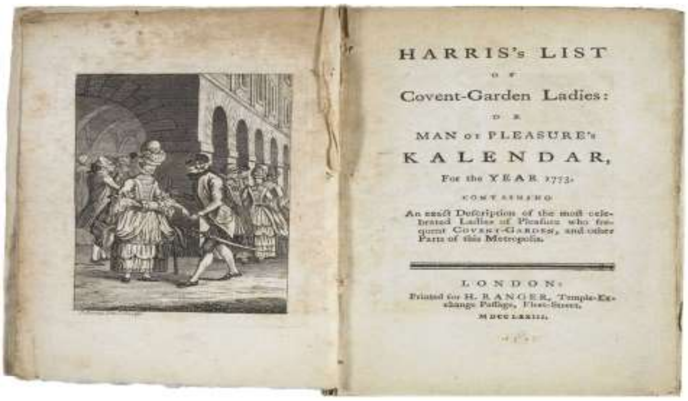

Figure 2: Harris' list of Covent Garden ladies was published by John Harris from 1757-1795. It included detailed specifications of over one hundred and ninety prostitutes trading in Convent Garden. Source: Derwombat, 2017

The sex trade in the nineteenth century was deemed as 'society's greatest evil' by individuals in the same era (Fraser, 2008). The idea of the 'great societal evil' foretold the growth of sin through the social order relating to values, customs and practices leaving society in mayhem; the sex trade was considered to be the largest and most prominent social issue of the era. The views of prostitution had a lot to do with social class, as most of the published authors on the subject were of the middle class and wrote their work in relation to the lower class (Fraser, 2008). Rise in population also played a part, with the country seeing a rise from over sixteen million 1851 to over thirty million in 1901. Unemployment and marriage restrictions may also have contributed to the boost of men re-enacting their sexual fantasies with prostitutes (Revisiting Dickens, n.d.). Acton (1870, cited in Fraser, 2008) argued that "Using a supply and demand model, the growth of towns increased the proximity of wealthy idle men mixed with the poor, thus creating ideal conditions for prostitution to flourish".

Laws regulating prostitution

In 1956, the sexual offences Act was brought to life, which included offenses connected to prostitution. It clearly specifies the illegalities pertaining to procuring a woman to be a sex worker in a brothel or elsewhere. No one should be coerced or forced against their will to prostitution. Underage prostitution should not be encouraged or enabled in anyway. Men should not under any circumstance depend on money earned from prostitution for their livelihood (Taylor, 2016).

Prostitution in today world is not considered unlawful but solicitation is, according to the Sexual Offences Act 2003. Also, included are offenses pertaining to controlling, causing, advertising or inciting prostitution (The National Archive, 2002). Other legislation relating to prostitution is the Policing and Crime Act 2009, Modern Slavery Act 2015 (trafficking to be exploited for sex), Serious Crime Act 2015 (sexual exploitation of minors) (Home Affairs Committee, 2016).

Many have conveyed varied views of the possibility of licensed brothels helping in protecting sex workers from harm, whilst taking away the street trading part; further reducing the serious health problems, eliminating managers from exploiting and also boosting government revenue. Others disagree and are insistent it being immoral (Boff, 2012). Some sympathiser advocate for the trade to be legalised or decriminalised to reduce harm whilst others reject the idea (Bindel, 2017).

Serval cities in various countries such as Amsterdam in the Netherlands or in Germany, Austria and so on, have legalised the sale of sex and is regulated (Porter, 2016). For instance, In Germany, legalisation was made of prostitution in 2002, which saw a strengthening of civic rights, healthcare and work benefits for sex workers. In addition, a boom of sex tourism has been seen which not only benefits organisations but also the region/country as a whole (Dundon, 2017).

Utilisation of technology

In the age of technology, the sex trades like many other businesses have used it to conduct their business more efficiently. Appointments and payments can be made online, whilst advertising is done via websites. Sex is sold from flats or hotel rooms without the need for third parties being involved. The procurement of sex is a lot easier and safer to get. Those that oppose believe that this online move will only see a further strengthening and growth of the trade (The Economist, 2014).

Sex workers promote themselves through social media to build a rapport with customers and gain new additional ones. They are rated by clients and an information exchanges about particular prostitutes could be done through the use of message boards. Through search engines such as Google, individuals could run background checks on perspective clients to ensure safety before meeting them. Through the use of webcams, sex workers have also breached the market of online live sex, all that's needed is a working computer and an internet connection (Cunningham et al., 2017).

According to Metro writer Spitzer (2008) whereby he proposed that the daily workings of a modern-day sex worker involves the use of websites with pictures and specifics to display their offerings and brand. They utilise text messaging to converse and book in client arrivals to appointments, take electronic payment and also book rooms online without being under the microscope of the hotel's staff. Individual sex workers or their agencies are able to run their trade in a more efficient manner; not only to maximise their profits, amass influence through word of mouth but to search for clients.

Delapp (2014) in an interview with a sex worker further elaborated how technology has aided her trade which she stated has being 'essential to my advertising'. She claims that the internet has not only enabled her in reaching wider range of clients and target markets but to also to develop and enhance her brand. She also talked further about the safety and right regarding sex workers and for change in legislation to aid in it e.g. legalisation, decriminalisation and legalisation. She gave her thoughts on the positives and negatives attached to each idea but still believe that only by fully decriminalising prostitution will a lot of the issues be rectified.

The social phenomenon from other viewpoints

From a psychological perspective, Psychoanalytic Sigmund Freud's theory on prostitution (from a female perspective) suggested that prostitutes were found to be lacking biologically and therefore unable to sort out the 'Oedipus conflict' (conflict that arises from a child's sexual development). He was convinced sex workers were inferior due to their lack of impulse control than of men; therefore, suggesting that there is an innate pathological feature present in female sex workers. In today's psychological and psychiatry societies, Freud's explanations have been refuted as unfairly prejudiced, lacking in strength or power and devoid of the other practical contributing factors such as economic and social (Flower, 1998).

The Feministic standpoint takes on the view that the sex trade should be seen as sexual exploitation. It argues that selling sex for money can ever be from ones free will due to the inequality of the relationship (Wilson and Butler, 2014, cited in Gerassi, 2015). For instance, if a person is found wanting of basic human needs such a food, water, a home and without any legal rights to live or work in the country, decides to sell their body for money to survive; is that not situational exploitation? Other Neo-abolitionist suggested that prostitution is a form of oppression and can never be seen as a consensual venture (Tiefenbrun, 2002 cited in Gerassi, 2015). Neo-abolitionists are a historian that refer to the comeback of the civil rights movement and believe prostitution promotes inequality and should be eradicated. They believe their customer should be penalised and not the workers (Ward and Wylie, 2017).

From a sociological point of view, organisations in the accommodation industry have gained directly or indirectly from the sale of sex. Income resulted from the bookings or renting of rooms of rooms from hotels/Airbnb, whether online apps or websites, all profit from their operations. Also, profits are gained further through their sales of food and beverages in their bars or restaurants (Shukar, 2018). In a study by Nwakanma (2015) whereby it stated that the accommodation sector (hotels) were overwhelmed with the ladies of the night in search of customers. Institutional prostitution largely implemented in registered hotels, whether big or small. The interests of prostitutes and hotels are currently interlinked due to legislative restrictions on the part of the sex worker and in turn a rise in profits for hotels.

While the subject is barely spoken or acknowledged, it is a well-known occurrence in the industry. Sex workers use a variety of ways to manage their trade in hotels. Some take bookings from client via the internet and go straight to booked rooms, whilst, others get clients through the hotel bars; some, come in with their clients. Hotel staffs do not pay close attention to due to the fact that it is not illegal unless they are soliciting. In an interview with a porter in a London hotel whereby he stated that the staffs of the hotel are all aware it happens and see it at least a couple of times a month. They have witnessed elderly client booking rooms with younger ladies clearly unrelated but employees hold their tongues. Also, from the same hotel, an employee working in the bar claimed that some sex workers come to bars alone but leave with another. "We can't do anything because legally they should be served; unless it is shown that those whom are at the bar are soliciting". (Caterer, 1997).

Reasons outlined for prostitution

Many sex workers have suggested that their main reason for going into the trade was for monetary gain. Many emphasised the fact that quite a large number of prostitutes are single mothers therefore believe the trade not only works around their home life but also, they are able to earn a living. Also, many have suggested that the lack of means of entry into the workforce (no education) was another reason for choosing to sell sex. It was also proposed by the sex workers open university that many individuals go into the trade to pay off debts, save for holidays, presents or to simply accumulate funds to aid in achieving future goals (Home Affairs Committee, 2016).

According to the NUS (National Union of Student) in a study done by Swansea University (cited in Home Affairs Committee, 2016) stated that at least five percent of students studying have sold sex at some point. It was explained that financial deprivation is the primary motivating force for students to be lured into the sex trade. They acknowledged that administrations have to persist in their endeavour to pinpoint those individuals that need the support.

Conclusions

Through all the compiled information from several sources, a correlation has been shown between legislative restrictions and the boost of the utilisation of hotels. Due to the inhibitions placed of sex workers to impede the trade, has subsequently directed the trade towards hotels which has benefited them.

In an article with the Norwich Evening News writer Grimmer (2014) where he interviewed a hotelier in Norwich and he suggested that his organisation is not the only establishments being used by sex workers. He claims that with the police crackdown on street prostitution, sex workers have moved into using hotels through the city to conduct their business.

As our civilisation grows, so does our progression of technology, therefore it is understandable that the trade over time has progressed with the utilisation of it. The use of social media, websites and so on to conduct their business, makes it easier to obtain the services of a sex worker. With technological advancements, comes the evolution of the sex industry.

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Exploration of sustainability practices in major hotel chains through web content analysis

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ABSTRACT

Since the 1992 Earth Summit in Rio de Janeiro in Brazil, the awareness of the environment and its sustainability in various ways, have reached new peaks. This paper aims to explore the role and the performance of hotels in the area of sustainability. Hospitality and Tourism contributed about $10 Billion to the world economy in 2018 (WTTC, 2018). However, this growth comes at the expense of unsustainable consumption patterns and thereby endangering ecosystems, natural resources and even societies. There is also an increasing recognition among corporate leaders including that of hospitality, that their organisations have the capacity as well as the moral obligation to make societies more sustainable due the societal shift from shareholder concept of to that of the stakeholder. There is substantial evidence that the hospitality industry is playing an important role in solving some sustainability issues, however `ere is evidence of greenwashing Westervelt (1986) in Gellweiler & Higson (2017) as well. Greenwashing implies false portrayal of one's green credentials. The purpose of the web analysis here is to sift through web contents of the major hotels chains with the aim of gauging the awareness as well as practical steps taken towards the issues.

Keywords: Sustainability, web content analysis, hospitality organisations, green washing, ecosystems

Introduction

Sustainability has been defined in various ways by the various actors both in industry and academia. The Brundtland Commission famously defined sustainability as the development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland Commission, 1987). In addition, the WTO, defines it in the tourism context as follows, "Sustainability principles refer to the environmental, economic and sociocultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability' (United Nations World Tourism Organization, 2004)

Sustainable Hospitality therefore is 'A hospitality operation that manages its resources in such a way that economic, social, and environmental benefits are maximized in order to meet the need of the present generation while protecting and enhancing opportunities for future generations.' (Sloan, Legrand & Chen 2012)

Evolution

According to Van Zon (2002) in Du Pisani (2007), the demand for raw materials and its environmental impacts have been constant throughout history and across civilisations. Societies such as ancient Egyptian, Mesopotamian, Greek and Roman civilizations faced environmental problems such as deforestation and the salinization as well as loss of fertility of soil. These issues, we would of course today, refer to as sustainability challenges.
However, it has been acknowledged that the industrial revolution signified a watershed moment in humans and their relationship with their environment. It dramatically changed every aspect of human life and lifestyle (Lamb,2011)

Other important milestones

1979: First World Climate Conference attempted to show the scientific evidence for climate change
1987: Brundtland Report which consolidates years of work on sustainable development produced
1992: Rio Earth Summit served as a rallying point the whole world to take action though the adoption of Agenda 21
1997: Kyoto Protocol, initial attempts were made toward finding solutions for catastrophic climate change. This protocol set emission cutting targets for a handful of developed countries,
2000: The issuing of The United Nations Millennium Development Goals, were developed
2006: The Production of the Film, "The inconvenience Truth which consolidated public opinion
2012 Rio+20 produced a document containing clear and practical measures for implementing sustainable development.
2015: First Paris accord brought all nations to undertake take ambitious efforts to fight climate change and adapt to its damaging effects as well as agreement to support poorer countries which are unable to do so.

The triple issues

For a lot of people sustainability is equated to environmental issues. However, it is clear from the several definitions that, environment society and the economy are inextricably linked in a kind of shamrock. The idea of the Triple bottom-line (Elkington, 1994) assumes a holistic assessment of an organisation's economic, social and environmental performance over a certain period.

Environmental sustainability

This implies maintenance of ecological integrity. It involves the consumption, of natural resources in a way that they are able to regenerate. It also involves minimizing wastage and as well as its disposal in very efficient ways.

Economic sustainability

This means societies all over the earth are able have access to financial and monetary resources in order to live reasonably well. This also means economic resources of nations should be made accessible to their citizens

Social sustainability

Universal human rights, health, security, freedom from poverty and disease, social inclusion, tolerance, respect for all opinions and cultures are all important in the quest for sustainability. Communities may not be able to proper economically in absence of these social indicators.

Contribution of hospitality to the issues

The hospitality industry contributes in various ways to the triple sustainability issues in areas such emission of carbon and other green gases, high energy and water consumption seasonality of employment, poor and unsociable working conditions, cultural dilution and other vices such as prostitution and drug use.

Even though the industry lags behind industries such petroleum, heavy manufacturing, aviation and automobile in terms of their negative on the society and the environment, there is some available evidence it is also a great contributor to global sustainability issues

On the environment, the tertiary sector buildings sector, including hotels, have been shown to be responsible for about 40% of the world's total energy consumption (Omer, 2007; Nejat et al., 2015). Other hospitality specific studies put the global hotel sector's carbon releases between 160 and 200kg of CO_2 per m^2 of room floor area consequently contributing to global warming and its attendant climate change (HES, 2011). Upadhyay, Vadam & Mohan (2013) also observed that energy consumption in hotels increased from 25% to 30% over the years, consequently accounting for 60% of CO_2 emissions from the hospitality sector.

In addition, Legrand, Chen & Sloan (2013) argued that hotels and their variations have the highest negative impacts on the environment among all the commercial buildings in the world. Even though the negative social and economic impact are known and can be observed, there is no readily available data.

The need for sustainability in the hotel industry

The growth of the of the hospitality and tourism industry has led to substantial pressure on hotels and to find ways satisfy growing calls for making hotels more sustainable in environmental, social and economic in order to ensure the current future generations are all catered for. (Zurigova et al, 2016).

Empirical evidence suggests that hotels that practice sustainability benefit from it. That is an important justification.According to Stottler (2018), some of the likely benefits are as follows:

- **Cost savings**

Evidence shows in the long-term sustainable activities help keep down operational cost and hence acts as a compelling incentive for hoteliers.

- **Advantage of economic incentives**

Various governments have proposed a variety of economic incentives such tax write-offs, financial grants, to encourage the development of sustainability buildings.

- **Regulatory compliance**

Going sustainable is a sure way of staying current of environmental regulations. Even though such regulations are now principally aimed at issues such as water management, handling of hazardous material as well as environmental health and safety, it is likely that future legislative activities will affect hotel design, construction methods and operational approaches.

- **Provision positive guest experience**

Gradually greater number of hoteliers are coming to the understanding that investments in sustainable technology can have a direct positive impact on guest experience.

- **Positive brand image**

Adhering to a sustainable corporate culture can be a source of distinct advantage to organisation in areas such as talent recruitment. Millennials especially consider

Given the above justification for sustainable practices, it is no surprise that a lot of hospitality organisations are now involved in its practice in one way or the other. A number of them are considered in this investigation though.

Content analysis

In doing a qualitative research, several methods of analysis can be employed such as, phenomenology, hermeneutics, grounded theory, ethnography, phenomenographic and content analysis (Burnard, 1995). Content Analysis normally denotes a research methodology that examines words or phrases within a wide range of texts. Normally researchers would quantify and then analyse the presence, meanings and relationships between such words and concepts, inferences are made about them (CSU, 2019).

Here the focus is on qualitative or thematic analysis and no quantitative references or inferences are made. No tedious word counts and coding. Only inferences are made and meanings and relationships are noted, then finally expressed in the researchers own language. Conclusion are drawn through understanding of the various themes of sustainability and how the corroborates known and acceptable practices.

According to Kim and Kuljis (2010), the Web is made up of a complex and rich mixture of old and new technologies such text, audio, video, and pictures and it consequently provides several opportunities as well as challenges such as valid descriptive categories, recording and sampling for researchers. The main advantage of qualitative content analysis is that it is not linked to one particular discipline and hence fewer rules to follow Bengtsson (2016). It is also fair to add that lack of so many rules do not mean lack of rigour even though some may interpret it to be so.

The content of website of some hospitality groups as well as the websites and that of Greenhotelier, a reputable and independent platform devoted to sustainability issues in hotels, as well as UN global Compacts, a voluntary initiative based on CEO commitments to implement universal sustainability principles, is studied and analysed.

Analysis

Accor Hotels are located in more than 90 countries and hundreds of thousands of people use their properties and services daily. The path to Accor sustainability started in 2011 through creating Planet 21 programme with aimed at strengthening sustainability policies in its hotels. It focussed especially on reduction of food wastage, energy saving, avoiding harm to the environment, economic value addition and increasing of customer value perception. The group also chalked outstanding success in other areas such good rapport with the community and corporate social responsibility. They also emphasised constant search for innovation, healthier and more sustainably sourced supplies, Installation of more energy efficient gadgets in all guest rooms, Installation of water reducers in showers, taps in guest rooms and other public areas, automation of equipment such as air conditioning, chillers, lifts and moving staircases as well as development of organic gardens in hotels. The Greenhotelier.com also credits this organisation as having been linked to sustainability for many years

Marriott

Marriott has a department devoted to Sustainability with strategic emphasis on energy management, setting targets to reduce water, waste and energy consumption on property.
Marriott, also believes in giving back to the communities in which they are located. This has been part of company culture since its foundation and before sustainability has become a well-known concept. The group's support extends to local and national charities, and additionally are focusing on addressing critical social problems such as youth unemployment crisis all over the world. A notable programme is it partnership with Amazonas sustainable Foundation to experiment with other sustainable ways of living such gathering of brazil nuts, selling of fish rather than cutting down trees. Marriott also quite recently released its "2020 World of Opportunity Europe Vision", with the commitment to offering 20,000 career and development to youth aged between 16-25 in their European hotels, with special emphasis on disadvantaged youth.

Hilton

According to this organisation, for nearly 100 years they have been operating at a creating economic opportunities and resiliency in their communities of operation and strived to ensure sustainable and inclusive growth for all. In the area of the environment their focus is operating sustainably through improvements around management of energy, water and waste.

Another notable programme undertaken by Hilton is its "Travel with Purpose 2030" goals. Its aim is to double its investment in social programmes as well cutting its environmental footprint by half throughout the word. For example, in Africa, it is tackling the triple sustainability through:

- Creating Youth Opportunity by investing in training and apprenticeship programs to fight unemployment and underemployment
- Better Water Stewardship to help Hilton realise its mission of reducing its water consumption by 50% and also build 20 water projects in at-risk communities by 2030
- Tackling Anti-Human Trafficking by providing training to the concerned stakeholders, as well as engaging with local NGOs to fight social challenges in the concerned local communities
- Emphasizing local sourcing through capacity building and partnerships with local companies and farmers so that they can deliver high quality and authentic products and services, and then build them into Hilton's supply chain
- Protection of Wildlife through the encouragement of responsible safari tourism, in accordance with World Tourism and Travel Council's Buenos Aires Declaration on Travel & Tourism and Illegal Wildlife Trade

Hyatt

To determine what their commitment to sustainability will reflect in reality, a materiality assessment was made and some important sustainability areas where the business can have the most impact was revealed. These vital areas then became the focus the organisations sustainability and corporate strategy. These were: Emphasis on People, Communities, Human rights, the Planet, Responsible Sourcing and responsible.

Some of these commitments have been corroborated with Greenhotelier. For example, in areas of social and economic sustainability Hyatt hotels around the world are committed and are on target to hiring 10,000 young people from the ages 16 to 24 who are not in school or employment or training – by 2025.

IHG

The IHG deploys system known as "Green Engage", this is an innovative online environmental sustainability system that enables its hotels to measure and manage their impact on the environment. The system makes available over 200 options called 'Green Solutions' which are designed to help them reduce their energy, water use as well waste reduction and consequently improve their environmental impact
According to the Green hotelier, the IHG is also fighting against the use of single use plastics and also aim to remove plastic straws from all its 5,400 hotels in nearly 100 countries hotels by the end of 2019, the group is also committed to introducing bulk-size bathroom amenities to several of its hotel brands in the Americas, as part of its waste reduction efforts

Conclusion from the content study

The mere existence of pages devoted to sustainability points to some awareness of the issues. The scope of this research does not however does not allow crosschecking through other methods. However, collaborating mentions from Green hotelier and UN Global compact give their assertions some credibility. It Noteworthy that all of the hotels group studied are aware of the triple sustainability issues, have targets for achieving them, and are at various stages of tackling them.

Limitations

Studying contents alone cannot determine if these organisations are in line with sustainability. It may be subjected to the researcher's interpretation. This is not necessarily a problem since reality is subjective in qualitative ontological assumptions. In addition, these websites may merely be serving as Green washing tools. However other form of enquiries such as surveys and interviews of management staff and could be employed to support or refute the findings.

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Internship program in bridging the gap between knowledge and skills of hospitality graduates

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A B S T R A C T
This article focusses on the current assessment practice of the HND hospitality programme. It identifies the significance of the internship in the relevant industry during the period of study. Hospitality industry has advanced immensely and playing a significant role in the UK economy from the over a last decade. Being such an important industry Hospitality sector hugely lacking skilled and qualified employees. Though students are graduating with Hospitality qualifications but lack of industrial skills and basic experience disqualifying from entering in the professional career. Due to the demand of the today's advanced competitive market hospitality graduates are not getting access in the skilled position. This article will point out the gap that exists between hospitality students and in their skills, the expectations of the industry and ways to bridging the gap between hospitality qualification and the current demand of the market.

Keywords: Internship, bridging the gap, industrial skills, hospitality graduates

Introduction

Education is believed to be the vehicle of social and economic transformation. So, the educational institutions are to plan, produce and deliver quality and effective education so that students can achieve the set objectives. The development of any country depends on the quality of their education (Barentsen, 2014).

Thinking of hospitality or tourism industry, generally people refers to hotel, bar or restaurant jobs and consider as one of the easiest jobs in the market. But this industry is far more complex including cruise lines, stadiums and any form of catering for tourist. According to the British Hospitality Association (2016) it created 3.2 million jobs and another 2.8 jobs indirectly connected. In 2017 more than 34 million people visited United Kingdom generating more than £125bn for the economy. According to BHA (2017) hospitality industry is the fourth biggest employer in the country, so for that it needs individuals with different skills and knowledge, one this is well known, as an industry, it focuses on the customer satisfaction (Pendlebury, 2018).

With the hospitality industry being so important for the success of the UK economy, it is vital to bring qualified and skillful people who are well educated to put the customer first; this is why educational and professional development are so important. With students having endless possibilities as a hospitality career option such as front house receptionist to marketing or guest relation, over all, hospitality offers students the chance to enter as an un-skilled worker and exert their way up to finance or operation manager (Pendlebury, 2018).

Literature review

Hospitality sector is a diverse and complex industry, highly competitive and that plays an important role for the UK economy. It is the largest employer, with more than 3.2 million jobs, that means that hospitality industry is responsible for more than 9% of all UK employment. Over the years' changes such as customer base, technology, increased competition, concern with sustainability and changes in the hospitality production system has increased the need for well-educated employees with different set of skills on both operational and managerial level (The British Hospitality Association, 2017).

The changes in the trend, such as more foreign travel, customers becoming more aware of food-related health issues, more women and families becoming a larger proportion of clientele, hospitality establishments encouraging repeat business and pursuit for quality, so the need of future employees has changed. Because of the product diversification, hospitality development and innovation, this sector has inspired new set of skills required by the industry such as "cocktail creator who attracted customer loyalty and command it celebrities' salaries and some establishments will actually audition staff for their entertainment skills" (Whiteley, 2000, p.19-21)

Education providers were advised to produce skillful graduates that will respond to the needs of this industry with confidence. "In the recent studies labour shortages covered increasingly by the growth in students seeking part-time work (Purcell et al.1999)" so these hospitality jobs can be filled with students attending internship vocational programs or placements.

Hospitality industry will continue to grow and is projected to grow rapidly. This sector offers great opportunity for inclusion of placement and internship programs, where students will be trained for their future jobs by working in restaurants, hotel receptions, pub, bars or clubs. Throughout their internship, students will gain skills and confidence need it to enter this environment after graduation but also will bridge the gap between adequate theoretical knowledge and real business situation (Semicevic, 2017, p.51-60).

There are a variety of hospitality courses that can improve and develop staff skills and knowledge and bridges the gap between institutions of higher education and the hospitality environment, these courses will offer help to hospitality organisations to gain those skillful employees. When a hospitality business includes training programs and trains their staff, the result can be seen in harmonious work atmosphere, team work, good communication, respect for one another and the team spirit that will not only build the relationship between employees but between the staff and management too.

Internship change the way students see their career path and education and here are some of the benefits of student embarking on the internship path while studying tourism and hospitality; it gives the student an unique way or a chance to "test drive" what is the main calling in this broad sector, for example some students will go for the operational side such as restaurant supervisor, bartender or housekeeper, while other students, will choose for future employment in the managerial position such as marketing or front house manager. It will help refine the idea of what hospitality stands for and gives an inside look on the directions student may choose in the future, it will give assurance to students that they will possess all the skills and abilities needs it for future employment in the hospitality sector (Semicevic, 2017).

Internship will build a resume and experience for the future, by spending a period of time in the reception of a hotel doing check-in, or dealing with complains, taking reservations, will add experience to the student resume. An internship will build the students network, personal and professional skills, when students are surrounded it by floor supervisors, hospitality managers, they learn how to communicate in a professional way, they learn about time keeping, importance of efficient communication and being a team player. Finally, by getting a chance to put in practice what it was learned in the academic courses, come up with solution and rise to the challenge hospitality throws at you, will give more confidence when entering the job market and what will be expected from the student after graduating (University of Leden, 2018).

The need for quality human resources or skilled staff, is indisputable, hospitality industry is looking for future employers that are prepared to immediate start the job and become part of a team or project, however the gap between the skills requested by the industry and what actually the hospitality educational academic programs is delivering, is high. One of the fastest ways to bridge the gap between the hospitality education and hospitality sector is the inclusion of training and internship vocational programs, where students will be trained for their future jobs throughout real business scenarios and environment.

Gain valuable work experience for the students and prepare them for the challenges that the future employment in hospitality sector might throw at them. All the knowledge gained through studying in the higher institutions will represent only part of the adequate data need it to find a job in this competitive market, being involved in practical training or internship programs, will build student confidence and prepare them for employment.

Networking opportunities; in the hospitality working worlds, is all about knowledge, skills and experience, as an intern, students will be surrounded it by professional, so it gives students opportunities to ask questions, learn and impress when having some encounters while in internship.

A workshop based in the institution premises is a great way for students to learn about different subjects such as menu planning, customer service or food and beverage units. The hospitality institutions should build modern food laboratory, language and communication centers and library well equipped with modern books, articles and journals for an effective research work.

Attending this type of workshops will help students in their academic environment by putting these skills into practice and gain a better understanding about the hospitality sector. However, building such laboratories requires lots of money and is challenging for any institution to generate this considerable founds just for particular lessons even if they truly will like to support developmental projects in the schools.

Education is the vehicle not only for economic transformation but social one too, the quality of teaching is important for all the institutions because they produce quality human resources need it in the hospitality industry. But based on my findings the inclusion of placements or internship programs will help students be trained for their future jobs through real business situation and will give the confidence need it for graduate to go out there and compete for a job with the best of the industry.

Hospitality industry offering a great opportunity for employment to different profile workers, some can be "labor intensive" such as concierge, housekeeping or restaurant or more into "operation side" such as guest relation, front house or reservation", so the need for specific knowledge and skills is high but the availability of good quality personnel expected to come from the graduates of higher education is quite low, therefore internships or placement that will offer students the opportunity to gain experience in the field will prepare more workers for the hospitality environment.

Another importance finding for this article on how to support and address the skill gap between the hospitality education and the actually industry will be to design and develop your own BTEC Higher National Certificate and Diploma with the help of BTEC Higher National Qualification Services.

The hospitality graduates may face many challenging when finding job in today competitive market but placements or internship can change all that. By adding that next to hospitality education, graduates will have more confidence and meet the expectations of potential future employers. Internship or placements will be the "practical academic program" that will be design to teach the skills need it in this sector and will prepare all students for today's competitive jobs market, these programs will keep up with the continually changes on trends and customer demand in the hospitality industry.

One of the benefits of adding internship in the educational programs is that it converts the student academic knowledge into industry skills. Being part of a team is one of the most important skill need it in order to function effectively in the hospitality environment. For example, as an intern, students will be given designated responsibilities within a team working on a project or serving a lunch in the restaurant, it will be their first opportunity to apply their knowledge into the real world of hospitality.

Moreover, internship will prepare students for employment for the industry, will teach students about the hospitality current trends and will improve teaching and learning process securing the amount of skills that it will be vital for student future in achieving their greatest potential, career goals and personal fulfilment.

Hospitality industry is the 4th largest employer with 3.2 million jobs directly linked to the industry and more than 1.4 million jobs through indirect employment, that mean that hospitality industry is responsible for 9% of the UK employment. Based upon the growth of employment in the recent years, it has been seen an increasing need of skilled, educated staff that can work either on the operational level as a waiter, bartender, concierge, at the managerial level as a front house manager, marketing, general manager on have an indirect link, working in tourism or leisure sector (The British Hospitality Association, 2017).

The demand of quality workforce is the basis of productive industry, theoretical knowledge provides it by educational institutions, represent only one part of the skills and knowledge need it for a graduate to find the job in this competitive market but with the help of placement or internship the gap between adequate theoretical knowledge and "on hand experience" will gets bridged.

Hospitality industry is looking for graduates who can straightaway serve and operate with confidence and become part of the hospitality team without spending time and money on training.

The lack of skilled employees was acknowledged as a considerable gap between the class room knowledge and the skills from hospitality sector. Hospitality graduates will be facing challenges because of the gap between education and practical training. Hence, may educational institution recognize the gap that exists between training of students and the expectation of a potential hospitality business. For graduates to meet the expectation of finding a job in today competitive market, academic hospitality programs were created to teach students the skills and abilities that will prepare student for the hospitality environment. Some institution of higher education has already added in their teaching curriculum practical training or internship programs, these programs will happen under the supervision of lecturer and hospitality supervisors and will help students to gain skills and abilities need it in a competitive workforce.

Students also believe that internship has acquired them practical knowledge and skills such as communication, flexibility, positivity, being able to work under pressure, long hours and be part of a team at all time. By including this vocational program, the institution of higher education wants to offer assurance that students will possess all necessary knowledge, skills and abilities for future hospitality employment. These operative skills acquired during internship or placements are a significant addition to the theoretical knowledge and will bridge the gap between education and hospitality sector.

Conclusions

This research was set to explore how to bridge the gap between what is learned in the hospitality program and hospitality industry but also, to show the importance of practical training or internship.

By including vocational programs in the higher education curriculum, students are offered assurance that by the end of the course, they will gain all the adequate theoretical knowledge with the practical skills e.g. effective communication, multilingual skills, ICT, instant problem-solving skills. After completing practical internship programs students will gain confidence for future employment in any operational or managerial positions across the industry.

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What effective induction and transition programmes can be implemented in the Hertfordshire Business School to enhance first year undergraduate student engagement?

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ABSTRACT
This paper explores a number of effective strategies that can be introduced and used in undergraduate induction programmes to motivate and effectively engage students in their studies of Business degree programmes in the University of Hertfordshire Business School. A number of studies have proved that the majority of students who drop-out from or fail in their higher education courses do so in their first year (Bourner et al 1991, MacDonald 1992, Woodley et al 1992, Benn 1995) and as a result, the first year has been referred to, without overstatement, as a 'make or break' year. Thus, effective induction of students into their programmes of study is critical as it marks the transition from secondary school or further education college into higher education which presents the 'freshers' with the enormous challenge of assimilating and understanding the new environment that is 'university' (James, 1995). This transition from secondary school or further education college to university life is one of the most challenging occurrences in a student's life and can often be the difference between successful completion of their studies and underachievement or dropping out of their course of study all together at the early stages. This view is shared by Vinson et.al., (2010) as they opined that the failure to establish a meaningful and effective transition for undergraduates can lead to underachievement. In my three years of teaching undergraduate Business degrees students in the University of Hertfordshire Business School, I have observed quite often that most of the first-year students tend to be disengaged from their studies especially in their first semester. And these students are coming from across the range of degree courses such as Business Management, Accounting and Finance, and Marketing amongst others taught in the school. A number of reasons have been attributed to this by our students in the Business School and also Teaching staff; the challenge of trying to settle in the new environment which is the university, trying to find a good work study balance as most work to support themselves, the lack of study skills necessary to thrive in higher education and a lack of appreciation of the nuances of their programmes of study. These are mainly the reasons given by the students I have spoken about their poor or lack of academic engagement here in the Hertfordshire Business School. All or most of these challenges I believe can be addressed through effective induction and there is the need for the Hertfordshire Business School to design an effective programme of induction that focuses and promotes active students' engagement in the first year and throughout the duration of study to raise student attainment levels. And successful outcome of this in the Business School can result in its adoption in the other schools and faculties of the university as a standard model for facilitating the early academic engagement of students in the university.

Keywords: Induction, student engagement, student attainment, student retention.

Introduction
The period of transition from sixth form and or college to university can be one of the most challenging in the lives of new university students especially those who find themselves far away from home. This period of transition can often be the difference between a student staying on to successfully complete their course of study or withdrawing from their studies at the very first hurdle. It is therefore vital that universities design effective induction programmes that seek to raise the motivation levels of fresh undergraduate students and go a long way to actively engage them in their studies. Birmingham University is one such example where they radically re-designed their approach to student induction to one that actively engaged the new first students on a departmental level rather than the traditional one-week induction programme and they reported a high student academic engagement following the re-design (Lee and Dawson, 2011). This is because the induction is the launch pad to somewhat grasp and familiarise oneself with the nuances of higher education studies especially at the undergraduate level as it is often the exposure to higher education for most of the students.

Induction is a resource and time-consuming activity and often times, staff ask why so much resources are committed to it when all the information given out to students in that period is repeated throughout the first year of their studies. It is recognised nonetheless that, proper induction into a new environment is a bedrock for success be it in a workplace or an educational institution. In a university, the first-year undergraduate induction will mark the beginning of the university experience for newly admitted students and therefore becomes the lens through which they gauge the daunting task ahead of them. It is thereon that students decide whether they have made the right decision in enrolling on their accepted course and must carry on, with a boost in motivation or they have made the wrong decision and therefore feel the need to withdraw. As stressed by Oldham (1998), the impact of any new experience upon the individual is generally recognised as an essential element in the progress of subsequent events. It is however, an exciting time for students and universities a like as it marks the beginning of a new journey. The first step on a journey that is set to last a minimum of three years to attain a bachelor's degree from a Business School. Its value thereof as a tool for active student engagement right from the start of commencement of studies cannot be understated. If the Business School can successfully bridge the gap between secondary or further education studies and university or higher education studies, then students' motivation can be boosted to actively engage them through effective learning approaches which will result in higher attainment levels, student retention and overall enhancement of the student experience. Perhaps the University Lecturers making more connections between what students studied at secondary school and what they are studying in the University as most of students in the Business School would have studied Business courses at A levels. For example, linking their A level Economics to undergraduate Economics. It is therefore imperative that induction programmes are designed to with a focus on active student engagement and that the momentum is carried on beyond the one-week period of induction.

Related research on higher education transitioning and induction
Transition is the 'greatest hurdle' in higher education (Cook and Leckey, 1999: 157) and a good number of newly admitted students fail at it. It is therefore critical that universities develop effective strategies that ensure a smooth

transition. The newly admitted must be supported to settle in the physical environment as well as into their academic programmes at the earliest opportunity. This will invariably impact positively on the student experience and attainment. Get it right and your institution's reputation and position on the Universities league tables is positively impacted as it goes to boost many of the key performance indicators used in assessing the relative success of institutions in student achievement. Conversely failure to establish a meaningful and effective transition for undergraduates can lead to academic underachievement (Kuh et al., 2005); a key performance indicator in the assessment of higher education institutions in the United Kingdom (Kuh et al., 2005).

A factor condition that will invariably impact negatively on the institution's position on the league table. McInnis and James (1995) state that all students beginning university are in a stage of transition; holding certain preconceptions, which may affect their involvement in educationally effective practices as they are often ill-founded leading to anticipated learning journeys based on school experience which often fail to provide the student with firm understanding of key concepts or appropriate, independent study skills (Cook and Leckey, 1999). Brookes (2003) stresses that the feelings associated with the transition include excitement, anxiety and confusion. The initial induction which is a major part of the process of transition from secondary or further education to higher education is therefore crucial in dispelling most of these preconceptions that distort active engagement in educationally effective practices as students settle into their new academic environment. As Yorke and Thomas (2003) posit, the process must be 'demystifying'. Thus, universities must take inductions seriously and find novel or innovative approaches to continuously enhance this provision because it can mean the difference between retaining the newly admitted students and losing them.

Much of the research on improving student retention have shown that students are more likely to continue and succeed if they are engaged in their studies and have been encouraged to develop networks and relationships with their fellow students (Crosling et al, 2008). And the induction week is an excellent opportunity to achieve and retain this. An effective university induction should introduce students to their new academic community of practice and identify the level of commitment and standards expected of them. A crucial stage to gain a realistic understanding of what it will take to achieve the primary goal of enrolling on a university degree programme; to earn a degree. A point which must be emphasised at inductions. As stated by Laing et al (2005), institutions must enhance their inductions and transition processes to create a cultural understanding of higher education.

This point is pertinent at this exciting time in the history of higher education in the United Kingdom where the largest group of applicants are 18-year olds (UCAS, 2017). The trend of 18-year olds applying to higher education has been arising in the United Kingdom in the last decade with a record 37% rise in England. This growing trend has presented universities with a new challenge of educating students on the work of the university and the part they (students) have to play in their education which often is their active participation or engagement in the learning process. Young students tend to adopt a passive approach to university (Ozga and Sukhnandan, 1998). This is often the case as students arrive at university with an unrealistic view of what the university is. They fail to anticipate the differences in teaching and learning in secondary school, further education college and higher institutions and have often focussed unrealistically upon aspects such as the social life. The attention is on arriving at university, not what they would be doing once they arrived. The transition into higher education is significant and can impact on early withdrawal, attainment and which often results from a lack understanding of the form learning takes. In their work to understand the students' prior experiences of studies, Bell and Salzano (2008) noted eight factors that contributed to the disconnect between students' prior studies secondary and further education and higher education. The factors are;

- Students were used to being taught in smaller, more intimate, groups
- They often had very close relationships with their tutors, interviewees told us about being able to ring their tutors at all hours
- They were used to significant amounts of feedback on drafts
- Students had produced extended pieces of writing, but often with word counts for particular sections or by submitting the work one section at a time
- Students had encountered fairly flexible deadlines
- Students had been able to re - submit strategically to improve grades
- Non - attendance was monitored closely and students are pursued if they fail to attend
- Finally, it was often tutors who asked to see students to discuss feedback etc., many students were not experienced asking for help and guidance

To help close this disconnect, the Quality Assurance Agency (QAA, 2008a), advises that first year experience at University should take a longitudinal and multi-layered approach to enhancing the academic and social transition of students through facilitating the following key features:

- early understanding of HE-level learning
- formative assessment and feedback
- engaging and challenging learning experience
- enquiry-based, collaborative, small-group work, project-based learning model
- embedding progressive skills development
- reflective skills within a subject context (PDP)
- social networking and peer support
- early staff/peer interaction – e.g. personal tutoring
- introducing employability skills from the beginning of first year
- students understand the value of their degree programme in terms of their potential future careers
- discipline-based support for transition
- co-ordinated, responsive, and resourced
- involves collaboration between academic and administrative staff, and central services

Cook & Rushton (2008), propose that a more effective way to structure new student induction is to break it into three phases: pre - arrival, initial induction and extended induction.

Hertfordshire Business School undergraduate intake and induction

The Hertfordshire Business School offers undergraduate degree programmes in seventeen distinct subject areas ranging from Accounting to Tourism Management and fifteen combined degree programmes. This attracts a good of number Business Studies students from diverse backgrounds to the Business School. For example, the University ethnic diversity increased from 46.7% in 2016 to 48.2% in 2017 (University of Hertfordshire, 2018) a picture reflected across the various schools of the university including the Business School.

To help the first-year cohorts to settle into life at the university, there is an induction programme in place. And the university's induction programme starts even before the students arrive on campus. This is done through the university's official website which offers new students the opportunity to register for induction. This makes available to the new students a wealth of useful information ranging from a checklist on student finance to downloading the university's app. The goal as it (UH, 2018) states is to ensure that new students' arrival to Hertfordshire gets off to a flying start. Which I find to be very good because the engagement with literature and the virtual learning environment starts even before students arrive on campus. This is then followed by the on-campus induction in the first week of students arriving to begin their studies and all new students are encouraged to attend take part in the induction activities to help them settle in their new academic environment. The programmes of activities are planned together with the students' union which plays an important role as partners. As partners, they mainly help give the new students information on where to go for help, put on planned activities and social events planned to help them settle in and socialize. This is very important in the first week of a 'freshers' time at university as much of the research on improving student retention suggests that students are more likely to continue and succeed if they are engaged in their studies and have been encouraged to develop networks and relationships with their fellow students (Crosling et al, 2008). This also helps them develop a sense of belonging and being a part of their new community. These are captured in the Business School's broader aims of; welcoming and orientating students to the Business School and unto their courses of study, giving vital or helpful information to students, facilitating the building of friendships and support networks and inspiring confidence in students.

This takes place mainly in the first week and once that week is over, students begin lectures. This is the typical practice of induction in United Kingdom universities and Cook et.al. (2007) term this early induction. The practice in my view is good as it serves its purpose of helping new students find their feet in their new environment and gain some understanding of what their responsibilities are.

However, I also hold the conviction that strong the practice does not go far enough in terms of engaging students on prolonged basis despite the highlighted benefits. As such a new perspective or approach of extended induction is required within the Hertfordshire Business School to sustain active engagement throughout the period of study especially the first year as it crucial to achievement for students and staff alike.

Finally, it has been suggested by Cook & Rushton (2008), that a more effective way to structure new student induction is to break it into three phases: pre - arrival, initial induction and extended induction. I support this because I believe this will help give students a broader understanding and appreciation of university study rather the traditional one-week induction which they generally see as merely a socialisation programme. This further informs my view that a new approach in line with this is required.

Recommendations

I hold that view that, meaningful student engagement which is somewhat lacking amongst first year business students in the University of Hertfordshire Business School can be achieved through a programme of extended induction through the various departments of the Business School. Cook et.al. (2007) define extended induction to be a longer-term assimilation of new students into the ways in which the institution operates, particularly as it relates to its teaching and learning methods. This in essence must be undertaken at the departmental level as it is where the students engage most with their learning in terms of the contact time they have with their lecturers and academic tutors.

This can be done in a number of ways and my suggestions are:

1. Personalising the First Year Experience for students
2. Integrating and embedding study skills into core learning and teaching activities
3. Considering alternative and innovative approaches to learning, teaching and assessment
4. Departmental staff working to fill the gaps that many students have about studying in higher education and its rigours
5. Encourage and coaching students to engage with course material from the onset
6. Guiding students to understand the programme are studying on a continuous basis
7. Developing a community of learners
8. Promoting and encouraging the formation of friendships and social networks at course level.

This approach is supported by the works of different researchers whose works have looked at how students can be engaged through extended induction. For example, Wingate et.al. (2007) argued that discipline-based pre-induction and extended induction activities need to prepare students for the transition to learning in higher education. They further suggest a holistic, subject-specific approach is needed to support all students in the complex process of learning to learn in higher education' (Wingate 2007:391). This in my view, can only achieved at the departmental level through the academic staff on a sustained basis. Shaw et al (2007;50) take it further by stating that 'embedding academic development in mainstream teaching and learning' is likely to 'enhance student retention, progress and achievement'.

My recommendations are informed by my work with first year students in the Business School over the three years that I have worked here. In my on-going interaction with students, I have found that a good number of students complete the first year of their studies in the Business School without a clear appreciation or understanding of the level of responsibility or commitment they should give their studies. I have had second year students who have come back to speak to me about a first-year module they failed and it was apparent that they did not have a grasp of level of engagement required of them to pass the module that and that was a reason they failed. This is 'quick and dirty' feedback with insights into the value that students place on their studies and the information they gain from their induction. For example, I have found that students don not pay much attention to useful academic information given them at induction programmes as they consider induction as just a social event to help them settle into life on a university campus. As a result, they have just concentrated on the social aspects to the detriment of the academic aspects. So, I believe this will help achieve a sustained departmental focussed and managed approach to learning with a view to achieving higher attainment.

Concluding thoughts

If this new approach of extended induction with its suggested recommendations are implemented in the university of Hertfordshire programme of induction for first year undergraduate students, it will have the potential of moving students from being passive recipients of their programmes of study to being active learners with an increased passion to achieve. Having an inclusive learning environment where innovative and inclusive approaches to learning, teaching and assessment are embedded, will boost the motivation that students come with right at the start of the commencement of their studies with the potential of further enhancement as they further progress. Another view is that, the integration and embedding of study skills into core learning and teaching activities will invariably lead to the achievement of good grades on our courses right from the first year and this will serve a good motivator and a firm foundation for students in their subsequent years of study to over learning challenges and achieve good grades.

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