CTH LEVEL 5 ADVANCED DIPLOMA IN HOSPITALITY MANAGEMENT INCLUDING INTERNSHIP (OFQUAL - 601/8028/6)

QUALIFICATION SPECIFICATION

MARCH 2017

CONTENTS

INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the CTH Level 5 Advanced Diploma in Hospitality Management including Internship. This document includes the learning outcomes, assessment criteria and indicative content for each unit. In this document, there is guidance relating to learning, teaching and assessment strategies for this qualification and an explanation of the assessment quality assurance processes.

Aims of the qualification

The aims are to provide a qualification that:

- provides for an effective academic progression route;

- enables students to gain access to higher education;

- enables students to develop academic skills that can be applied in a vocational context.

Entry requirements

The entry requirements below are intended for guidance only as applicants may apply with a wide variety of backgrounds and qualifications.

CTH accredited centres will assess all applicants to ensure they are able to meet the demands of the course.

Applicant profile	Recommended entry requirements
CTH students and Associate Members Applicants from other regulated awarding organisations	• CTH or other regulated vocational qualification at a level appropriate for the level of the qualification applied for (i.e. Level 4) and • Minimum IELTS 4.5 or other evidence of competence in English at this level
Other students	• Completed full time secondary or high school education up to age 16 • Work experience (minimum 3 months) in the hospitality and/or tourism industry and • Minimum IELTS 4.5 or other evidence of competence in English at this level

Qualification structure (rules of combination)

This vocational qualification is approved by Ofqual and is included on the Register of Regulated Qualifications.

The qualification is at Level 5 and designed to be 158 credits. The qualification conforms to the relevant level descriptors as developed by Ofqual. One credit represents ten hours of study at any specified level, therefore, this Diploma normally requires programmes of study that have been designed to include a minimum of 615 learning hours. This figure includes but is not limited to formal classes, self-study, revision and assessment. However, students completing this qualification should also be able to demonstrate their ability as independent students.

The credit values and unit structures for the qualification are set out in the following table.

The qualification structure is below, please note all units are mandatory.

CTH Level 5 Advanced Diploma In Hospitality Management including Internship 601/8028/6						
Candidates must achieve: • all 5 Mandatory units, providing 128 credits, plus 1 unit from the optional group, giving 30 credits i.e. a total of 158 credits						
Min credit (Mandatory units): 158				**Max credit (Mandatory units): 158**		
Min GLH for qualification: 615				**Max GLH for qualification: 615**		
Mandatory units						
Unit no.	**Unit title**	**L**	**CV**	**GLH**	**Ofqual no.**	**Assessment Method**
UFTH	Understanding Funding and finance in tourism and hospitality	4	15	105	K/507/3866	Closed book written examination
CRMTHI	Customer relationship management in the tourism and hospitality industry	5	25	100	F/504/4423	Assignment 100%
CRS	Communication and Research Skills	3	38	120	Y/504/8820	Assignment 80% Presentation 20%
Internship Assignments + Presentation						
HRMTHI	Human resource management in the tourism and hospitality industry	5	25	100	T/504/4421	Assignment
CITHI	Contemporary issues in the tourism and hospitality industry	5	25	100	J/504/4424	Assignment
Optional units						
FMTHI	Facilities management in the tourism and hospitality industry	5	30	120	M/504/4451	Assignment
Or:						
FBM	Food and beverage management	5	30	120	T/504/4449	Assignment
	Total		**158**	**615**		

Further details of articulation agreements with Universities can be obtained via the CTH website at:
http://www.cthawards.com

ASSESSMENT

Given the broad and highly varied nature of the tourism and hospitality business, assessment of knowledge purely by examination is not generally felt to be an appropriate assessment method. Students need to demonstrate their higher-level skills and qualities specified in the learning outcomes within a heterogeneous vocational context where investigative assignments and presentations are more appropriate.

Assessment of students' work will be carried out by a range of methods including assignment, presentations or essay examination. Students' work will be measured against the specified learning outcomes and assessment criteria of each unit. Mark schemes are provided for each unit and grading criteria are set out below to assist assessors in allocating marks.

For students who wish to progress to a university degree course, CTH recommends that where a unit offers a choice of assessment method, students should carry out assignments rather than practical assessments.

See Appendix A for specimen assessment materials.

Grading criteria

Individual units can be graded either as fail, pass, merit or distinction. However, the qualification is not subject to grading. The qualification is either achieved or not achieved.

In terms of certification, this means that students will receive a transcript of their results showing the grades for each unit successfully completed, plus the Diploma that recognises their level of achievement. Note that the Diploma does not allocate a grade.

The following table explains the generic grading criteria that should be used by centres in conjunction with the unit mark sheets to assess all students' work.

LEVEL 3 GRADING CRITERIA

Level 3	Students who fail:	To achieve a pass, students must:	To achieve a merit grade (60% to 79%) students must:	To achieve a distinction grade (80%+) students must:
	do not meet the requirements of the assessment criteria and learning outcomes of the unit	meet the requirements of the assessment criteria and learning outcomes	• meet the requirements of the assessment criteria and learning outcomes • demonstrate a level of understanding of key issues in the area of study • interpret and evaluate correctly key concepts and models • apply a range of theories relevant to the area of study • use a range of research and investigative techniques • produce work that is well presented, clear and well structured, with sources clearly referenced	• meet the requirements of the assessment criteria and learning outcomes • demonstrate in depth understanding and knowledge of relevant issues and their implications in the area of study • provide a good level of interpretation and evaluation of concepts and models • show some evidence of original thinking • apply a range of theories in different contexts • use a range of research and investigative techniques to solve problems • make well argued conclusions or recommendations • present work that is neat, clear, well-structured and coherent, with sources clearly referenced

LEVEL 4 GRADING CRITERIA

Level 4	Students who fail:	To achieve a pass, students must:	To achieve a merit grade (60% to 79%) students must:	To achieve a distinction grade (80%+) students must:
	• do not meet the requirements of the assessment criteria and learning outcomes of the unit	• meet the requirements of the assessment criteria and learning outcomes	• meet the requirements of the assessment criteria and learning outcomes • use, analyse and interpret quantitative and qualitative data to develop coherent arguments • apply a range of theories in different contexts • demonstrate the use of a range of academic research sources • make sound judgements that accord with theories and concepts in the area of study • use established problem solving techniques within the area of study • present work that is neat, clear and well structured, with clearly referenced sources	• meet the requirements of the assessment criteria and learning outcomes • apply a detailed knowledge of the theories, trends and issues within the area of study drawn from a range of academic research • evaluate the selection of approaches, models and tools in the area of study • demonstrate the use of a range of academic research sources • communicate the results of work convincingly, supported by structured and coherent arguments • adapt and synthesise established problem solving techniques • make sound judgements that accord with theories and concepts in the area of study • present work that is professional and coherent, with clearly referenced sources

LEVEL 5 GRADING CRITERIA

Level 5	Students who fail:	To achieve a pass, students must:	To achieve a merit grade (60% to 79%) students must:	To achieve a distinction grade (80%+) students must:
	• have major weaknesses or have not fulfilled the CTH academic regulations	• meet the requirements of the assessment criteria and learning outcomes	• meet the requirements of the assessment criteria and learning outcomes • analyse information, theories and concepts critically • apply theories, concepts and principles beyond the context in which they were first learned • use a wide range of academic research sources • demonstrate evidence of critical evaluation of the suitability of approaches, techniques and models in the area of study • reach balanced conclusions with regard to conflicting theories and arguments • use investigative techniques to solve problems • use research sources and/or theories to make sound and justified judgements and recommendations • recognise how the limits of their knowledge influences the field of study • present work that is clear, coherently structured and professionally presented in conformity with agreed conventions, including Harvard Style academic referencing	• meet the requirements of the assessment criteria and learning outcomes • present a cogent rationale for recommending developments to theories and principles underpinning the area of study • make reasoned and evidence-based generalisations and deductions from interpretations of data • apply theories, concepts and principles beyond the context in which they were first learned • use a wide range of academic sources of research to identify patterns and trends and substantiate findings and recommendations • adapt problem solving techniques from another context or in an innovative way • present work that is fluently expressed, professionally presented to a range of audiences in a way that conforms with agreed conventions, including Harvard Style academic referencing

UNITS OF ASSESSMENT

Title	Understanding Funding and Finance in Tourism and Hospitality
Unit purpose and aim(s)	This unit covers understanding the concepts of financial management and accounting within a hospitality or tourism business; controlling the finances and managing the cash flow and Manage the profitability of a department within a hospitality or tourism business
Ofqual ref	K/507/3866
Unit Code	UFTH
Level	4
Credit value	15
GLH	105

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1. Understand the sources of funding for both the private and public sectors in the tourism and hospitality industry.	1.1 Describe the main sources of internal funding. 1.2 Describe the main sources of short term external funding. 1.3 Describe a number of sources of long term external funding. 1.4 Describe the role the public sector may have in funding the industry.	Retained profits, commission, cost-cutting Leases; creditors; debt factoring, Mortgages, bank loans, external investors, Grants, start-up loans, heritage infrastructure, transportation links,
2.Understand the importance of costs, volume and profit for decision making in tourism and hospitality	2.1 Identify costs such as direct, indirect, fixed and variable; and use methods of allocation and apportionment. 2.2 Discuss how the volume of trade can affect income using break-even analysis. 2.3 Show how to use different pricing methods to achieve targeted gross and net profits	Materials, consumables, labour, fuel, insurance, rent, mortgage and other overheads, Unit sales over time, costs related to both time and volume of sales, identification of the margin of safety. Cost led including cost-plus; use of given formulae such as gross profit percentage, market-led, contribution based & marginal costing, targeted return on investment.
3. Understand the use of management accounting information to assist decision making in tourism and hospitality	3.1 Explain where to find the relevant management accounting information for a given issue. 3.2 Use a range of processes and procedures to aid decision making	Management accounting tools such as budgets, variance analysis, forecasts, cash flow Comparing actual results with budgets & forecasts, comparisons with targets inc solvency and profitability.

| 4. Interpret financial accounts to aid in decision making in the tourism and hospitality industry | 4.1 Use a number of tools to measure and interpret given financial accounts | Financial accounts will include trading account, profit and loss account, balance sheet and cash flow,

Examples of tools used to interpret and analyse business performance include: gross and net profit percentages; return on capital employed; current test; acid test; debtors & creditors payment periods; stock turnover
Sales mix, turnover and gross margin per employee
Occupancy ratios, average spend per head. |
| | 4.2 Use the recognised tools shown in 4.1 to make valid suggestions on how to improve the business' performance. | Comments and suggestions which are based upon the correct use of the recognised tools, which identify and explain a number of feasible, practical and realistic actions to take which can be expected to improve the business' performance. |

Title	Customer Relationship Management in the Tourism and Hospitality Industry
Unit purpose and aim(s)	This unit covers developing a customer service strategy in the tourism and hospitality industry; managing customer relationships (CRM) and evaluating customer service
Ofqual ref	F/504/4423
Unit Code	CRMTHI
Level	5
Credit value	25
GLH	100

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1 Develop a customer service strategy in the tourism and hospitality industry	1.1 Analyse customers' needs at all stages of the buying cycle 1.2 Specify organisational standards of customer service 1.3 Ensure the coherence of the strategy with other organisational strategies, plans and priorities 1.4 Design an after sales care programme that meets identified customer needs 1.5 Obtain internal and external stakeholders' commitment to the strategy and its implications	• Sources of customer information • Buying cycle • Customer expectations, wants and needs • Legal aspects of selling and their implications • After sales care • Measures of customer satisfaction • Forms of publishing customer standards (Charters, policies, publications, receipts, guarantees, warranties etc) • Stakeholders and their needs
2 Manage customer relationships (CRM) in the tourism and hospitality industry	2.1 Define the scope, types and uses of Customer Relationship Management (CRM) and their implications 2.2 Manage a CRM system that is responsive within agreed customer service standards and is capable of identifying critical customer information 2.3 Ensure the coherence of a CRM strategy, data and activities with those of other departments 2.4 Address procurement and customer service issues identified by CRM information	• Customer Relationship Management (CRM) • Allocating resources to CRM activities • CRM-related legal issues • Customer service and the implications of CRM • Customer information: preferred products/services, buying trends • CRM design issues and challenges • Key account management • Training issues • Procurement implications

3 Evaluate customer service in the tourism and hospitality industry	3.1 Develop an evaluation plan that addresses customer service objectives	• In-house and outsourced evaluation
	3.2 Use evaluation methods and obtain information that is within the agreed budget	• Evaluation criteria • Sampling • Methods of evaluating customer service (eg questionnaire, taped conversations, observation, focus groups, interviews etc)
	3.3 Identify strengths and areas for improvement	• Interactive customer evaluation (ICE)
	3.4 Develop measures to improve customer service that are consistent with organisational objectives, priorities and values	• Budgetary implications • Analytical techniques • Quality, service and training implications

Title	Communication and Research Skills
Unit purpose and aim(s)	This unit aims to provide students with essential skills for academic communication, making presentations of academic information and carrying out programmes of academic study.
Ofqual ref	Y/504/8820
Unit Code	CRS
Level	3
Credit value	38
GLH	120

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1 Communicate academic information verbally and in writing	1.1 Identify and summarise key issues and themes from a range of written and spoken information 1.2 Address the topic, developing a coherent rationale 1.3 Take account of readers' and listeners' needs 1.4 Use language that is appropriate to the topic and function of the communication 1.5 Use English grammar, spelling, syntax and punctuation correctly	• predicting, summarising and filtering information • the writing process • organising information • incorporating information • readers' expectations and abilities • functions: description, clarification, narration, generalisation, argument • text construction: thesis, support, argument, conclusion • topic-specific vocabulary for academic subjects • listening skills and identifying vocabulary from contextual clues • rapid reading techniques • detailed reading techniques • English grammar, spelling, syntax and punctuation
2 Make presentations of academic information	2.1 Structure presentations logically 2.2 Tailor the presentation to fit the timescale 2.3 Convey ideas fluently, coherently and succinctly, taking the audience's needs into account 2.4 Create visual aids that capture the essence of the topic and comply with standards of good design practice	• presentation structure • short and extended speech • making speaking notes • timing • body language • creating and using visual aids • framing, signposting, summarising, rephrasing, pausing, articulation and voice quality

3 Carry out academic research	3.1 Develop a structured plan of research including SMART objectives, timetable, research method(s) and evaluation criteria	- study and timetable planning, prioritising - selecting and validating information sources - reading lists, bibliographies, internet searches and key word scanning - short and extended prose - structure and organisation of lectures and talks - text organisation and function - note taking and summarising – outlining, mind-mapping, marking text - referencing academic sources - plagiarism - quoting and paraphrasing - debating, dictionary work, vocabulary notebooks and learning vocabulary
	3.2 Use information from a wide range of valid sources that are appropriate to the subject being researched	
	3.3 Take concise and accurate notes of spoken and written information	
	3.4 Explain the use of library and IT resources	
	3.5 Address the research topic	
	3.6 Convey ideas coherently, succinctly and in compliance with English grammar	
	3.7 Lay out work according to academic conventions	
	3.8 Adhere to referencing conventions	
	3.9 Evaluate the strengths and weaknesses of research carried out against research evaluation criteria	

Title	Human Resource Management in the Tourism and Hospitality Industry
Unit purpose and aim(s)	This unit covers understanding the principles of human resource (HR) management in the tourism and hospitality industry; leading teams and developing human resources policies
Ofqual ref	T/504/4421
Unit Code	HRMTHI
Level	5
Credit value	25
GLH	100

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1 Understand the principles underpinning human resource (HR) management in the tourism and hospitality industry	1.1 Analyse the functions of people management and distinguish between leaders and managers 1.2 Identify the respective roles and responsibilities of line managers and the HR function 1.3 Define the personal qualities and managerial skills that are capable of influencing staff behaviour positively 1.4 Explain the links between staff motivation and business performance 1.5 Evaluate the costs and benefits of staff training and development 1.6 Ensure that operational policies and practices are aligned with strategic HR policies	• Objective setting and goal achievements • Characteristics of and distinctions between successful leaders and managers • Leadership theories inc. Adair, Blanchard, McClelland, Blake and Mouton • Motivation theory, McGregor, Vroom • Characteristics of successful teams • Belbin • Competences and competencies, interpersonal skills • Employment law, ethical behaviour, equality and diversity • Training and development • Employee welfare • Ensure that operational policies and practices are aligned with strategic HR policies
2 Lead teams in the tourism and hospitality industry	2.1 Communicate expectations and requirements unequivocally 2.2 Lead by example, exhibiting organisational standards of presentation, behaviour and performance 2.3 Arrange for suitable training that meets identified development needs to maximise business benefit 2.4 Deal promptly with problems and underperformance, giving objective and constructive feedback 2.5 Identify and manage conflict sensitively but firmly	• Organisational expectations (performance, standards and values) • Conflict resolution techniques • Time management • Managing underperformance • The "learning organisation" • Delegation • Learning theories

3 Develop human resources policies in the tourism and hospitality industry	3.1 Develop HR strategy and systems to implement policies that are consistent with operational priorities, objectives and values 3.2 Manage HR processes in accordance with organisational policy 3.3 Deploy human resources in order to optimise business performance, individual staff satisfaction and retention 3.4 Evaluate the effectiveness of HR policies and processes and recommend improvements	• Designing policies (eg criteria for choice of recruitment & selection method, release methods, operation of discipline and grievance procedures, succession planning) • Objective setting, managing appraisals, release (processes, timetable, standards) • Retention: impact, incentives, management of turnover

Title	Contemporary Issues in the Tourism and Hospitality Industry
Unit purpose and aim(s)	This unit covers understanding how to identify emerging issues in the tourism and hospitality industry and examining their impact
Ofqual ref	J/504/4424
Unit Code	CITHI
Level	5
Credit value	25
GLH	100

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1 Understand how to identify emerging issues in the tourism and hospitality industry	1.1 Use information sources that are relevant to the identification of issues 1.2 Analyse information using accepted analytical techniques 1.3 Evaluate the use of systems thinking as a means of identifying emerging issues 1.4 Assess the reliability and validity of media information 1.5 Evaluate the implications of ethics and social responsibility	• The industry in the 21st century • Internal and external sources of information • Systems thinking • Analytical techniques and scenario modelling • Customers' changing lifestyles and expectations • Technological developments • Green issues, demographics and market trends • Environmental issues eg foot and mouth, ash clouds • Globalisation • Speed of bookings, express checkouts • Loyalty schemes • Tailoring services to customer preferences • Economic and political considerations • Franchises and outlets • National and international business issues (eg political, economic, climate change) • Corporate Social Responsibility (CSR) and ethics in business

2 Examine the impact of emerging issues in the tourism and hospitality industry	2.1 Assess the relevance and potential seriousness of emerging issues	• Risk analysis and risk control
	2.2 Identify who may be affected and in what way	• Diversification opportunities and their implications
	2.3 Assess the attitudes of stakeholders to emerging issues	• Business continuity • Contingency planning • Change management • Crisis management
	2.4 Identify how emerging issues may affect a business (eg strategic, financial, operational, environmental, political, technological, reputation, ethical, customer reaction, consumer rights) in the short and long term	• Knowledge management • Role of project teams
	2.5 Analyse the potential implications of emerging issues and the possible consequences of non-action	
	2.6 Assess the role of a project team in addressing emerging issues	
	2.7 Evaluate the role of knowledge management in addressing emerging issues	

Title	Facilities Management in the Tourism and Hospitality Industry
Unit purpose and aim(s)	This unit covers evaluating the role of a facilities manager in a hospitality or tourism organisation; ensuring the facilities of a hospitality or tourism organisation meets health, safety and environmental requirements and maintaining and developing the facilities of a hospitality or tourism organisation premises
Ofqual ref	M/504/4451
Unit Code	FMTHI
Level	5
Credit value	30
GLH	120

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1 Evaluate the role of a facilities manager in a hospitality or tourism organisation	1.1 Assess the scope of facilities management in meeting customers' and other stakeholders' needs 1.2 Assess the role and responsibilities of a facilities manager 1.3 Assess the issues in outsourcing the facilities function 1.4 Assess the quality of existing and potential suppliers and identify suppliers that meet procurement criteria 1.5 Negotiate contracts for the supply of goods and services that offer best value for money	• Assessment of customers' needs • Communication systems within the facility • Role and responsibilities of a Facilities Manager (inc. benchmarking and compliance) • Range of services, grading systems, core business, strategic functions) • Management of facilities: waste reduction, pollution, sustainability • Procurement and negotiation principles, systems and processes • Procurement risks, purchasing power, sourcing issues, contracts • Sourcing suppliers • Supplier management
2 Optimise the facilities of a hospitality or tourism organisation	2.1 Determine the factors that affect the use of space and analyse current and likely future user requirements for space 2.2 Appraise options for capital investment and determine the costs and benefits of a possible capital investment project 2.3 Forecast expected income and investment costs for a capital investment project	• Influences and constraints on space planning • Resource optimisation • Capital investment options (new premises, adaptations/extensions, change of use, equipment) • Terms: ownership, leasing, franchising • Investment appraisal • Cost-benefit analysis • Space layout and design & optimisation

3 Ensure the facilities of a hospitality or tourism organisation meets health, safety and environmental requirements	3.1 Explain the legislative requirements of health, safety and the environment (including sustainability) 3.2 Identify risks, problems and security issues using risk assessment methods 3.3 Recommend procedures for monitoring organisational health, safety and sustainability standards	• Legislative requirements, certifications and regulations • Environmental and sustainability issues for facilities operations • Risk assessment • Security management • Health, safety and fire policies and procedure • Risk in the service industry workplace • Commercial and insurance implications
4 Maintain and develop the facilities of a hospitality or tourism organisation premises	4.1 Ensure that the premises are secured and maintained to organisational and environmental standards and practices 4.2 Explain the provisions of the contract with technical services and maintenance suppliers 4.3 Identify the need for improvements to facilities that are likely to enhance business efficiency and environmental good practice 4.4 Implement changes that are consistent with business objectives and that are likely to enhance business efficiency	• Planned and unscheduled maintenance • Corporate standards (safety, corporate identify, quality, presentation) • Equipment maintenance and refurbishment • Principles of contracting for facilities management purposes • Essentials of a valid contract • Security management procedures and policies • Examples of and trends in good sustainable and environmental practice • Trends and technologies in facilities management • Facilities redesign and engineering

Title	Food and Beverage Management
Unit purpose and aim(s)	This unit covers developing food and beverage operations, understanding the management of food and beverage operations and evaluating their effectiveness
Ofqual ref	T/504/4449
Unit Code	FBM
Level	5
Credit value	30
GLH	120

Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:	Indicative content
1 Develop food and beverage operations	1.1 Characterise the market environment and identify the needs of customers 1.2 Specify goals and quality standards and develop costed ideas and concepts to meet identified needs 1.3 Specify design aspects that will create the desired atmosphere and conform with corporate identity 1.4 Develop menus and drinks lists that meet a range of requirements 1.5 Design safe, efficient and hygienic kitchen, service and storage systems 1.6 Explain how to comply with the legal considerations of food and beverage operations	• Market environment (eg locality, attractions, types of customer etc) • Speed and delivery of food and beverage service • Systems approach • "Hospitality Assured" and other standards • Layout, design features, lighting heating and ventilating, furnishings • Factors in a meal experience (food and drink, service, cleanliness, hygiene, price, atmosphere) • Suitability of food production systems and equipment for different kinds of food operations • Design features: workflows, access, sections required, fixed equipment, services, constraints • Pricing strategies • Storage • Legal considerations
2 Understand the management of food and beverage operations	2.1 Develop procurement systems and controls to ensure that volumes and quality of purchases are maintained within budget 2.2 Assure the quality and reliability of products and services through effective management of supplier contracts 2.3 Allocate resources to meet the needs of changing priorities	• Procurement • Promotional activities (eg banqueting management, themed dinners, discounts, vouchers etc) • Merchandising • Corporate identity • Stock management • Business projections • Resource management inc. calculating staffing levels and training issues

	2.4 Ensure that organisational standards of efficiency, courtesy, personal presentation and hygiene are maintained at all times 2.5 Develop promotional activities that are appropriate to the type of food and beverage operation	
3 Evaluate the effectiveness of food and beverage operations	3.1 Specify a range of realistic quantitative and qualitative performance indicators 3.2 Develop customer satisfaction and feedback systems 3.3 Identify business opportunities from an analysis of competitor information 3.4 Identify shortfalls in performance against targets and objectives	• Performance indicators (budgets, average spend, historical comparisons and industry norms, quality, speed, efficiency, customer satisfaction) • Capturing customer feedback • Sources of competitor information • Possible business development ideas

APPENDIX A – SPECIMEN ASSESSMENT MATERIALS

1. Mock examination

2. Sample assignment

Understanding Funding and Finance in Tourism and Hospitality

(K/507/3866)

Assessment methodology
Closed book written examination

UFTH

Understanding Funding and Finance in Tourism and Hospitality

Mock Examination

Instructions

- **Three hours** are allowed for this paper which carries a total of 1**00 marks**
- A non-programmable calculator may be used during this examination
- Do not begin writing until instructed to by the invigilator
- Read these instructions carefully before answering any questions
- Make sure that your **name, date of birth, CTH membership number** and **centre name** are clearly marked on each page of the answer sheet and any other material you hand in.
- You are allowed **10 minutes** to read through this paper before the examination starts.
- **There are four questions in this examination and all questions are compulsory**
- You must attempt all questions to gain a pass. The number of marks allocated to each question is given next to the question and you should spend time in accordance with that allocation.
- You may find it helpful to make rough notes in the answer booklet; these notes should be crossed out before handing the booklet in.
- Answer each new question on a new page and leave some blank lines between each part of the question.
- The answer booklet and the question paper must both be handed in to the invigilator before you leave the examination room.

UFTH EXAMINATION VALIDATION RECORD

The Learning outcomes and assessment criteria for the Understanding Funding and Finance in Tourism and Hospitality unit are as follows. Please ensure that when you answer the questions on pages 3 and 4 that you do answer every sub section of every question.

This page is for background information on the unit only and is not part of the examination.

Students **must** show that they meet the Learning Outcomes (LOs) and Assessment Criteria (AC) of the unit of assessment. Therefore, consideration will be given to whether students achieved the following:	
Learning Outcome 1: Understand the sources of funding for both the private and public sectors in the tourism and hospitality industries.	
1.1	Describe the main sources of internal funding.
1.2	Describe the main sources of short term external funding.
1.3	Describe a number of sources of long term external funding.
1.4	Describe the role the public sector may have in funding the industry.

Learning Outcome 2: Understand the importance of costs, volume and profit for decision making in tourism and hospitality	
2.1	Identify costs such as direct, indirect, fixed and variable; and use methods of allocation and apportionment.
2.2	Discuss how the volume of trade can affect income using break-even analysis.
2.3	Show how to use different pricing methods to achieve targeted gross and net profits

Learning Outcome 3: Interpret financial accounts to aid in decision making in the tourism and hospitality industry	
3.1	Use a number of tools to measure and interpret given financial accounts
3.2	Use the recognised tools shown in 4.1 to make valid suggestions on how to improve the business' performance.

Learning Outcome 4: Be able to prepare budgets and compare budgets with actual results	
4.1	Explain the main reasons for using budgets, and some of their limitations.
4.2	Prepare relevant operating budgets.
4.3	Calculate variances between given actual and budgeted figures and comment on the results.

Exam Questions - Understanding Funding and Finance in Tourism and Hospitality

Please note: all questions are compulsory

QUESTION ONE - 20 marks

Question 1.1	Describe the main sources of internal funding	
1.2	Describe at least **two** main sources of external short-term funding and **two** sources of external long-term funding. You are advised to use real examples where this will help to explain your answer	
1.3	Give **two** examples of when the public sector may help fund the tourism and hospitality industry, giving examples to explain your answer.	**20 marks**

QUESTION TWO - 25 marks

Question 2.1	Identify costs such as direct, indirect, fixed and variable; and use methods of allocation and apportionment.	

2.2	Using the following figures for the Café du Vin
	a) Calculate the breakeven point
	b) Explain how the overall profit is affected when the number of customers increases from 20,000 to 30,000 per year. Compare the percentage increase in sales with the percentage increase in profit.
	
	       <u>Café du Vin</u>
	    Sales £1,008,000
	    Variable costs £516,000
	    Fixed costs £154,800
	    Total costs £670,800
	    Net profit £337,200
	
	The Café du Vin served 50,000 customers last year.	

2.3	a) Explain the difference between having a cost plus 50% pricing policy and a 50% gross profit pricing policy. b) When setting prices based upon the on the rate of return on investment what two external factors must the firm be aware of? Explain your answer.	**25 marks**

QUESTION THREE - 25 marks

Question 3.1	What specific information would you need to prepare a monthly cash flow budget for next year, and where would you find all the information to do this?

3.2 Comment on the following cash budget, identifying the strengths and weaknesses of the business

	Jan			Feb			March		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Sales									
Cash	9000	11000	2000	9000	11000	2000	9000	11000	2000
Credit (from debtors)	0	0	0	0		0	1000	2000	1000
Total	9000	11000	2000	9000	11000	2000	10000	13000	3000
Food and Beverage creditors	0	0	0	0		0	3500	4550	1050
Overheads (creditors)	1500	1900	400	1500	1900	400	1500	1900	400
Labour	2000	3600	1600	2000	3600	1600	2000	3600	1600
Capital expenditure	0	0	0	0	0	0	4000	7000	3000
Drawings	1000	1800	800	1000	1800	800	1000	1800	800
Total	4500	7300	2800	4500	7300	2800	12000	18850	6850
Balance	4500	3700	-800	500	3700	3200	-2500	-5850	-3350
Opening balance	1000	1000	0	5500	4700	-800	6000	8400	2400
Closing balance	5500	4700	-800	6000	8400	2400	3500	2550	-950

Note -

Food and beverage costs were 35% of sales, and one month's credit is received on all purchases

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QUESTION FOUR - 30 marks

Question 4 - Analyse the following results using recognised accounting tools, and make valid suggestions on how to improve the business' performance.

Profit & Loss Account Year end March 31st 2015	£	£
ROOMS DIVISION		
Revenue		186,500
wages	75,400	
laundry	8,100	
supplies	16,000	
other expenses	7,900	
	107,400	107,400
ROOMS OPERATING INCOME		79,100
FOOD AND BEVERAGE DIVISION		
Revenue		149,800
Opening stock	4,700	
Plus purchases	48,600	
	53,300	
less closing stock	5,100	
Cost of goods sold	48,200	48,200
Gross profit		101,600
wages	56,200	
laundry	6,200	
supplies	9,800	
other expenses	8,700	
	80,900	80,900
FOOD AND BEVERAGE OPERATING INCOME		20,700
TOTAL OPERATING INCOME		99,800
INDIRECT EXPENSES		
Depreciation		
Building	6500	
Furniture and equipment	6200	
interest on bank loan	100	
interest on mortgage	1700	
Admin	31,200	
advertising	17,400	
maintenance	5,600	
power and water	17,700	
insurance	8,800	
property taxes	9,500	
	104,700	104,700
NET PROFIT		-4,900

BALANCE SHEET AS AT MARCH 31st 2015	£	£	£
Fixed Assets	Cost	Depn	Value
land	37,200	0	37,200
buildings	225,600	102100	123,500
Furniture and equipment	72,200	47400	24,800
	335,000	149,500	185,500
Current Assets			
stock Mar 31st	5100		
cash	6,800		
Accounts receivable	1,500		
pre-paid property taxes	1,700		
pre-paid insurance	800		
	15,900	15,900	
Less Current Liabilities			
Accounts payable	2,400		
accrued expenses	1300		
rooms wages owing	300		
food wages owing	100		
interest on bank loan	100		
interest on mortgage	1700		
	5,900	5,900	
Working capital		10,000	10,000
Net assets			195,500
Represented by			
<u>Long term liabilities</u>			
Mortgage	160,600		
Bank loan	8,300		
	168,900	168,900	
Equity			
Equity at start of business	20,000		
retained earnings	16,500		
	36,500		
less net loss	-4,900		
	31,600		
less dividend	5,000		
	26,600	26,600	
		195,500	195,500

Customer relationship management in the tourism and hospitality industry

(F/504/4423)

Unit Title	Assessment methodology
Assignment	100%

Unit title	**Customer relationship management in the tourism and hospitality industry**
Ofqual no.	**F/504/4423**
Credit value	**25**
Level	**5**
CTH ref.	**CRMTHI**

Student name	
Assessment ref	
Centre	

This unit to be assessed by assignment.

Assignment instructions

Students must base their assignments on their own working practice in their place of work or in an organisation that is known to them. They must show their knowledge and understanding of the unit of assessment and any recommended reading.

Assignments must:
- include evidence that shows that the Student meets all the Learning Outcomes and Assessment Criteria of the unit;
- include a brief introduction to the assignment;
- include an analysis and evaluation of the topic they discuss and facts should be used to support conclusions and recommendations;
- make clear connections between theory and practice;
- provide a demonstration of the practical application of theory in the workplace;
- cite references in accordance with the Harvard System;
- be presented in report format;
- be within 10% of the required word count;
- may include additional information (e.g. working notes and calculations) which should be added as supplementary appendices to the assignment.

One electronic and one paper copy of the final assignment report should be submitted. This should include a front cover page with the Student's and tutor's declaration.

Assignment task - Customer relationship management in the tourism and hospitality industry

Students are required to select an organisation in the Tourism or Hospitality Industry and prepare a 4,500 word assignment discussing how a customer service strategy is developed within their chosen organisation as well as how customer relationship management is implemented and customer service evaluated.

The organisation should be researched with particular reference to the following areas:
- Customer service strategies
- Customer relationship management
- The evaluation of customer service

Outline

Students are required to conduct relevant and adequate primary and secondary research on the chosen organisation. The student should therefore be able to visit the selected organisation.

Students should include a brief introduction to the organisation they have selected in terms of the size, customers, services, products and future plans.

The following areas should be evaluated in detail supported by examples quoted from the selected organisation;

Development of a customer service strategy
- analysis of customers' needs,
- specifying organisational customer service standards
- ensuring coherence with other strategies and activities
- designing an aftercare programme and obtaining stakeholders' commitment

Management of customer relationships
- defining the scope and uses of CRM
- managing a responsive CRM system
- ensuring coherence of a CRM strategy with other activities
- addressing CRM-identified procurement and customer service issues

Evaluation of customer service
- developing a customer service evaluation plan
- using appropriate evaluation methods to identify strengths and weaknesses
- developing measures to improve customer service

Students should demonstrate application of theory and knowledge to their chosen organisation and ensure they have addressed the assessment criteria for the unit.

The analysis should be concluded with detailed and well-justified recommendations; relevant examples can also be used. The secondary research undertaken should be appended to this assignment.

Assignment task

Task instructions		
Task - Customer service strategy, relationships and evaluation – 100%		
Students must show that they meet the Learning Outcomes (LOs) and Assessment Criteria (AC) of the unit of assessment. Therefore, consideration will be given to whether Students achieved the following:		
Assessment criteria	**LO/AC ref**	**Marks**
1 Analyse customers' needs, specify organisational customer service standards, ensuring coherence with other strategies and activities, design an aftercare programme and obtain stakeholders' commitment	LO1, 1.1, 1.2, 1.3, 1.4, 1.5	40
2 Define the scope and uses of CRM, manage a responsive CRM system, ensure coherence of a CRM strategy with other activities and address CRM-identified procurement and customer service issues	LO2, 2.1, 2.2, 2.3, 2.4	30
3 Develop a customer service evaluation plan, use appropriate evaluation methods to identify strengths and weaknesses and develop measures to improve customer service	LO3, 3.1, 3.2, 3.3, 3.4	30
The word count is 4,500 words		

Customer relationship management in the tourism and hospitality industry

DOCUMENTS TO ATTACH TO MARK SHEET. Please indicate below if the following documents are attached. Note: all documents should contain the Student ID number, unit title and date of submission clearly on all pages.	YES	NO
Front cover page of project with student and tutor declaration		
Written project assignment (one hard copy and one electronic copy)		
Work evidence (cross-referenced to LOs and AC)		
Tutorial progress record/s		
Please use this box to list any other documents that are attached to this mark sheet		

I hereby confirm that this student produced a valid CTH membership card
and appropriate photographic identification (e.g. passport, national ID,
driving licence or college ID card) during the registration process.

Tutor signature:

Date:

CTH assignment mark sheet – Customer relationship management in the tourism and hospitality industry

Student name	
CTH number	

Task	LO/AC	Marks	Internal marking			CTH final moderated mark
			1st marker (marks)	Internal verifier I/V	Agreed mark	Agreed grade
1. Customer service strategy, relationships and evaluation	1.1, 1.2, 1.3, 1.4, 1.5 Analyse customers' needs, specify organisational customer service standards, ensuring coherence with other strategies and activities, design an aftercare programme and obtain stakeholders' commitment	40				
	2.1, 2.2, 2.3, 2.4 Define the scope and uses of a CRM, manage a responsive CRM system, ensure coherence of a CRM strategy with other activities and address CRM-identified procurement and customer service issues	30				
	3.1, 3.2, 3.3, 3.4 Develop a customer service evaluation plan, use appropriate evaluation methods to identify strengths and weaknesses and develop measures to improve customer service	30				
Total marks		100				

CTH assignment mark sheet - Customer relationship management in the tourism and hospitality industry

Student name					
CTH number					
	Total available marks	1st marker (marks)	Internal verifier I/V (marks)	Agreed mark	CTH final mark
Task 1	100				
Total Marks	100				

CTH assignment mark sheet - Customer relationship management in the tourism and hospitality industry

CTH number	

First Internal Marker Comments:

Signed:………………………………Name:…………………………………Date:…………….

Internal verifier I/V Comments:

Signed:………………………………Name:…………………………………Date:…………….

Note: These sections should be used by assessors to record their summative feedback, i.e. the strengths and weaknesses of the assessed work.

CTH Moderators Comments

Signed:………………………………Name:…………………………………Date:…………….

CTH Unit Assignment Feedback Form

Unit name	
Student name and CTH number	
I/V name and signature	

CRITERIA	SUB-CRITERIA
Organisation	Structure
	Layout
Knowledge and understanding (of relevant ideas and methods)	Knowledge of topic
	Level of understanding of key issues
	Use, analysis and interpretation of quantitative and qualitative data
	The use of academic research sources
Application (ability to apply relevant ideas and methods to specific problems and issues)	Apply a range of theories in different contexts
	Make sound judgements that accord with relevant theories and concepts
	Use problem solving techniques
Originality (ability to reflect critically on relevant knowledge and methods and to develop clear original arguments)	Creativity and originality
General Comments	
Agreed Centre mark		**Final mark**	

APPENDIX B – RECOMMENDED READING

Adams, D., 2006. *Management Accounting for the Hospitality, Tourism and Leisure Industries.* London: Thomson.

DeFranco, A. and Lattin, T., 2007. *Hospitality Financial Management.* Chichester: Wiley. Available on EBSCO.

Guilding, C., 2009. *Accounting Essentials for Hospitality Managers.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Vogel, H., 2012. *Travel Industry Economics: A guide for Financial Analysis.* Cambridge: Cambridge University Press. Available on EBSCO.

Research work published in the following academic journals
Tourism Management
Journal of Travel and Tourism Marketing
Tourism Economics

Baum, T., 2006. *Human Resource Management for Tourism, Hospitality and Leisure: An International perspective.* London: Thomson.

Nickson, D., 2007. *Human Resource Management for the Hospitality and Tourism Industries.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Page, S., 2011. *Tourism Management: An introduction.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Tesone, D., 2008. *Handbook of Hospitality Human Resources Management.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Research work published in the following academic journals
Tourism Management
Journal of Human Resources in Hospitality and Tourism
Current Issues in Tourism

Hudson, S. and Hudson, L., 2012. *Customer Service in Tourism and Hospitality.* Oxford: Goodfellow. Available on EBSCO.

Jones, P., 2008. *Handbook of Hospitality Operations and IT.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Laws, E. and Scott, N. (eds.), 2006. *Knowledge Sharing and Quality Assurance in Hospitality and Tourism.* Oxford: Haworth. Available on EBSCO.

McCabe, S., 2009. *Marketing Communications in Tourism and Hospitality.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Research work published in the following academic journals
Tourism Management
Journal of Quality Assurance in Hospitality and Tourism
Service Industries Journal

Brotherton, B. and Wood, R. (eds.), 2008. *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Hannam, K. and Knox, D., 2010. *Understanding Tourism: A critical introduction.* London: Sage.

Robinson, M. and Jamal, T. (eds.), 2009. *The Sage Handbook of Tourism Studies*. London: Sage. Available on EBSCO.

Wilson, J. (ed.), 2012. *The Routledge Handbook of Tourism Geographies*. London: Routledge. Available on EBSCO.

Research work published in the following academic journals
Tourism Geographies
Current Issues in Tourism
Hospitality and Society

Baum, T., 2006. *Human Resource Management for Tourism, Hospitality and Leisure: An International perspective*. London: Thomson.

Cousins, J., Pennington, A. and Foskett, D., 2011. *Food and Beverage Management*. London: Goodfellow. Available on EBSCO.

Davis, B., 2012. *Food and Beverage Management*. London: Routledge. Available on EBSCO.

Dittmer, Paul, Keefe, J. Desmond., 2009. *Principles of Food, Beverage and Labor Cost Controls*. New York: Wiley. Available on EBSCO.

Research work published in the following academic journals
International Journal of Contemporary Hospitality Management
Journal of Hospitality and Tourism Management
British Food Journal

Booty, F., 2009. *Facilities Management Handbook.* Oxford: Butterworth-Heinemann. Available on EBSCO.

Brotherton, B. and Wood, R. (eds.), 2008. *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Cousins, J., Pennington, A. and Foskett, D., 2011. *Food and Beverage Management*. London: Goodfellow. Available on EBSCO.

Jones, P., 2008. *Handbook of Hospitality Operations and IT*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Research work published in the following academic journals
International Journal of Contemporary Hospitality Management
Journal of Hospitality and Tourism Management
Facilities

Saunders, M. 2012. Research Methods for Business Students. Financial Times/ Prentice Hall; 6th edition

Veal, AJ. 2006. Research Methods for Tourism and Leisure: A Practical Guide. 3rd ed. Harlow: Financial Times, Prentice-Hall.

Williams, M. and Vogt, P. (eds.) 2011. The SAGE Handbook of Innovation in Social Research Methods. London: Sage.