
**CTH LEVEL 5 ADVANCED
DIPLOMA IN
TOURISM AND EVENT
MANAGEMENT
(OFQUAL – 601/8180/1)**

**QUALIFICATION
SPECIFICATION**

MARCH 2017

CONTENTS

Introduction.....
Aims of the qualifications
Entry requirements
Qualification structure (rules of combination)
Assessment.....
Grading criteria
Units of assessment
Communication & Research Skills
Customer Relationship Management in the Tourism & Hospitality Industry
Tour Operations Management
Sustainable Tourism & Destination Development
Finance in Tourism & Hospitality.....
Managing Events for Hospitality and Tourism
Appendix A – Specimen assessment methods
Appendix B – Recommended reading

INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the CTH Level 5 Advanced Diploma in Tourism & Events Management.

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 these qualifications and an explanation of the assessment quality assurance processes.

Aims of the qualifications

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	<ul style="list-style-type: none"> • CTH or other regulated vocational qualification at a level appropriate for the level of the qualification applied for (i.e. Level 4) and <ul style="list-style-type: none"> • Minimum IELTS 5.5 or other evidence of competence in English at this level
Other students	<ul style="list-style-type: none"> • Completed full time secondary or high school education up to age 16 • Work experience (minimum 3 months) in the hospitality and/or tourism industry • Minimum IELTS 5.5 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 168 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 715 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 Tourism and Event Management Qualification Specification

CTH Level 5 Advanced Diploma in Tourism and Event Management – 601/8180/1						
Students must achieve: <ul style="list-style-type: none"> all 6 Mandatory units, providing 168 credits ie: a total of 168 credits, 2 at level 3, 3 at level 5 and 1 at level 6						
Min credit (Mandatory units): 168				Max credit (Mandatory units): 168		
Min GLH for qualification: 715				Max GLH for qualification: 715		
Mandatory units						
Unit no.	Unit title	L	CV	GLH	Ofqual no.	Assessment method
CRS	Communication & research skills	3	38	150	Y/504/8820	Assignment 80% Presentation 20%
CRMTHI	Customer relationship management in the tourism & hospitality industry	5	25	100	F/504/4423	
TOM	Tour operations management	5	30	120	J/504/4455	Assignment 100%
STDD	Sustainable tourism and destination development	5	30	120	D/504/4459	Assignment 100%
FTH	Finance in tourism & hospitality	3	15	105	M/507/3867	Examination 100%
MEHT	Managing events for hospitality & tourism	6	30	120	A/503/6112	Assignment 80% Presentation 20%
Total			168	715		

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, essay examination or work assessment. 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.

CTH Grading criteria

Individual units can be graded either as fail, pass, merit or distinction. However, the qualifications are not subject to grading. The qualifications are 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 qualification that recognises their level of achievement. Note that the qualification 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.

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:
	<ul style="list-style-type: none"> • do not meet the requirements of the assessment criteria and learning outcomes of the unit 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 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:
	<ul style="list-style-type: none"> • have major weaknesses or have not fulfilled the CTH academic regulations 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

CTH Level 5 Advanced Diploma in Tourism and Event Management Qualification Specification

Level 6	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:
	<ul style="list-style-type: none"> • have major weaknesses or have not fulfilled the CTH academic regulations 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes • demonstrate evidence of critical analysis to evaluate principles and concepts in the area of study • evaluate complex information and resolves conflicting information and situations • apply theories, principles and concepts to the area of study to provide insight into complex or conflicting information or situations • develop coherent and credible arguments justified from a wide range of academic research. • question assumptions, inconsistencies and areas of doubt within the field of study. • use tried and tested approaches to problem solving to create practicable solutions • use a wide range of academic research sources and theories to justify recommendations • present work that is articulate and professionally presented in conformity with agreed conventions, including Harvard Style Academic Referencing 	<ul style="list-style-type: none"> • meet the requirements of the assessment criteria and learning outcomes • apply theories, principles and concepts beyond the area of study to create innovation insights into complex or conflicting information or situations • evaluate the implications of actions, methods and results and their consequences • make rational and substantiated judgements in complex and unpredictable contexts within the field of study • use a wide range of academic research sources and theories to justify recommendations • reconcile uncertainties and ambiguities in the area of study • adapt and synthesise different approaches to problem solving to create innovative insights and solutions • present work that is persuasively argued and professionally presented in conformity with agreed conventions, including Harvard Style Academic Referencing

UNITS OF ASSESSMENT

Title	Communication and research skills	
Unit purpose and aim(s)	This unit aims to provide learners with essential skills for academic communication, making presentations of academic information and carrying out programmes of academic study.	
Ofqual ref	Y/504/8820	
CTH ref	CRS	
Level	3	
Credit value	38	
GLH	150	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

<p>3 Carry out academic research</p>	<p>3.1 Develop a structured plan of research including SMART objectives, timetable, research method(s) and evaluation criteria</p> <p>3.2 Use information from a wide range of valid sources that are appropriate to the subject being researched</p> <p>3.3 Take concise and accurate notes of spoken and written information</p> <p>3.4 Explain the use of library and IT resources</p> <p>3.5 Address the research topic</p> <p>3.6 Convey ideas coherently, succinctly and in compliance with English grammar</p> <p>3.7 Lay out work according to academic conventions</p> <p>3.8 Adhere to referencing conventions</p> <p>3.9 Evaluate the strengths and weaknesses of research carried out against research evaluation criteria</p>	<ul style="list-style-type: none"> • 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
--------------------------------------	--	--

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	
CTH ref	CRMTHI	
Level	5	
Credit value	25	
GLH	100	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

<p>3 Evaluate customer service in the tourism and hospitality industry</p>	<p>3.1 Develop an evaluation plan that addresses customer service objectives</p> <p>3.2 Use evaluation methods and obtain information that is within the agreed budget</p> <p>3.3 Identify strengths and areas for improvement</p> <p>3.4 Develop measures to improve customer service that are consistent with organisational objectives, priorities and values</p>	<ul style="list-style-type: none"> • In-house and outsourced evaluation • Evaluation criteria • Sampling • Methods of evaluating customer service (eg questionnaire, taped conversations, observation, focus groups, interviews etc) • Interactive customer evaluation (ICE) • Budgetary implications • Analytical techniques • Quality, service and training implications
--	--	--

Title	Tour operations management	
Unit purpose and aim(s)	This unit covers understanding the global market for tour operations; compiling and marketing an international tour/package holiday and understanding the international legal framework within tour operations	
Ofqual ref	J/504/4455	
CTH ref	TOM	
Level	5	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
1 Understand the global market for tour operations	<p>1.1 Identify the characteristics of the global tour operations market</p> <p>1.2 Develop tour concepts, ideas and criteria that align with organisational objectives and priorities and identified market needs</p>	<ul style="list-style-type: none"> • Scoping the global market (customers, localities, activities) • Major tourism destinations • Global market segmentation • Business and leisure requirements • Seasonal considerations • Strategic alliances (hotels, airlines) • Quality requirements
2 Compile an international tour	<p>2.1 Develop a tour that meets objectives and the specification</p> <p>2.2 Evaluate a range of destinations against agreed criteria</p> <p>2.3 Evaluate the benefits and risks associated with different types of tours</p> <p>2.4 Set a pricing structure that is realistic and attractive to identified potential customers</p> <p>2.5 Negotiate partnerships and alliances that will deliver requirements to agreed quality standards within budget</p> <p>2.6 Develop contingency management processes that are appropriate to the nature of the tour</p>	<ul style="list-style-type: none"> • Objectives and specifications of a tour • New and known destinations • Factors affecting customers' choices: political and economic stability; activities, climate, entertainment; culture etc • Pricing structures (inc. seasonal factors, quality, transport, visa, currency valuations, fee requirements, discounts and deals) • Selling price and profit margins • Add-ons and supplements • Methods of costing • Transport and accommodation • Attractions and visits • Ideas and concepts: package, independent using low cost airlines, skiing, short breaks, cruising, camping, fly-drive • Passport and visa requirements • Booking conditions • Contingency planning • Nature of risks

<p>3 Market international tours</p>	<p>3.1 Specify marketing methods appropriate to the target market</p> <p>3.2 Negotiate mechanisms and outlets for the sale of international tours that are appropriate to the target market</p> <p>3.3 Manage the sale of international tours to agreed quality standards and budgets</p>	<ul style="list-style-type: none"> • Direct and indirect marketing • Brochures, websites, advertising, mailshots, cold calling etc • Commission, incentives and branding considerations • Subcontracting/outsourcing
<p>4 Understand the legal framework within international tour operations</p>	<p>4.1 Assess the impact of current legislation on tour operators</p> <p>4.2 Explain the rights of customers and travellers</p> <p>4.3 Assess insurance requirements and the need for financial protection</p> <p>4.4 Analyse the impact of consumer rights on tour operators</p> <p>4.5 Analyse the influence of stakeholders and explain the role of government authorities overseas</p>	<ul style="list-style-type: none"> • The national legal framework inc. Data Protection Act, Trade Descriptions Act, Consumer Protection Act, Package Holidays Regulations • International legal considerations • Public liability, professional indemnity, employee liability • Role and influences of international organisations such as CAA, ABTA, AITO and their codes of conduct • Role of Consulates, Embassies, High Commissions and other authorities

Title	Sustainable tourism and destination development	
Unit purpose and aim(s)	This unit covers an understanding of the scope and management of sustainable tourism and its environment and destination development	
Ofqual ref	D/504/4459	
CTH ref	STDD	
Level	5	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
1 Understand the scope of sustainable tourism and its environment	1.1 Evaluate the scope of sustainable tourism 1.2 Assess the potential market for a sustainable tourist destination 1.3 Assess the limitations of sustainable tourism	<ul style="list-style-type: none"> • Definition and scope of “sustainability” and “sustainable tourism” • Trends in sustainable tourism • Tourism activities that involve natural resources, man made resources, culture and heritage • Mass and alternative tourism, special interest, hard and soft adventure tourism, responsible tourism, green and eco tourism • Tourism and transport controls and limitations
2 Understand sustainable destination development	2.1 Scope the potential tourist market of a sustainable destination 2.2 Assess the impact of tourism on the environment and develop a sustainable tourism strategy that maximises business potential 2.3 Assess the socio-cultural factors that have an impact on sustainable destination development 2.4 Assess the influence of public and private sector involvement 2.5 Analyse the role of local, regional and national government on the development of a sustainable destination	<ul style="list-style-type: none"> • Definitions and theories of sustainable destination development • Sustainable destination audits • Strategic planning in context of sustainable destination development • Effects of globalisation • Multinationals • Conservation protection • Pollution, erosion, congestion, danger to flora and fauna • Communities, authenticity, indigenous populations, conflicting stakeholders, Doxey Irridex, hosts and guest relations • Public and private sector involvement

<p>3 Understand the management of a sustainable tourist destination</p>	<p>3.1 Analyse the factors that may have an impact on the management of sustainable destinations</p> <p>3.2 Assess the nature and significance of a holistic approach to sustainable destination development</p> <p>3.3 Evaluate the marketing concepts underpinning sustainable tourism</p> <p>3.4 Evaluate the management principles and practices underpinning sustainable tourism destinations</p> <p>3.5 Design control mechanisms that are appropriate to the preservation of the sustainable destination</p>	<ul style="list-style-type: none"> • Influencing factors • Holistic approach and its implications for branding and image • Zoning, ceiling tourist numbers, World Heritage Sites, World bank, UNESCO, UNWTO, areas of outstanding natural beauty • Corporate social responsibilities (CSR), ethics, product differentiation, marketing environmental issues • Controls to protect and preserve
---	---	---

Title	Finance in Tourism and Hospitality	
Unit purpose and aim(s)	<p>This unit enables students to gain an understanding of main sources of finance, to understand the relationships between cost volume and profit, to carry out specific costing practices and make recommendations on prices and interpret business performance using recognised tools.</p> <p>It is not an in-depth accounting unit, and this should be borne in mind when planning and executing the delivery.</p>	
Ofqual ref	M/507/3867	
Unit Code	FTH	
Level	3	
Credit value	15	
GLH	105	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand the sources of income generation and other funding in the tourism and hospitality industry.	1.1 Describe sources of income generation. 1.2 Describe sources of funding.	<ul style="list-style-type: none"> • Sales, commission, grants, sponsorship, • Retained profits, investors, bank loans, mortgages, creditors;
2. Understand the operation of the business in terms of the elements of costs.	2.1 Describe the elements of cost found within the tourism and hospitality industry. 2.2 Describe some of the key aspects of effective control systems for high value assets.	<ul style="list-style-type: none"> • Materials, consumables, labour, overheads, • Cash control, bank reconciliation, control of purchasing and storage of consumables
3. Be able to apply the concept of marginal costing to price setting, particularly as applied to those costs which change with time or level of activity	3.1 Identify operations when this is a useful tool. 3.2 Calculate marginal costs and apply the result to pricing decisions.	<ul style="list-style-type: none"> • The nature of costs in relation to sales, ranging from fixed to semi-fixed to variable. High fixed cost/low variable cost operations with time constraints. • Last minute offers, price deals, filling seats on planes/rooms in hotels.
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.	<ul style="list-style-type: none"> • To assist with planning an operation and to measure its actual performance. Limited to measurable aspects of the business, and so can miss the less tangible aspects. • Cash flow, sales, • Variances to include sales volume, materials, labour, overheads and gross and net profit.

<p>5. Be able to interpret business performance from profit and loss statements and balance sheets using ratios and percentages.</p>	<p>5.1 Use a number of tools to analyse a given business' performance to include basic sales, liquidity, efficiency and financial ratios.</p>	<ul style="list-style-type: none"> • Sales profitability: gross and net profit, • Liquidity ratios: current test and acid test • Efficiency ratios: debtors and creditors payment periods; stock turnover • Financial ratios:-return on capital employed
--	---	--

Title	Managing Events for Hospitality and Tourism	
Unit purpose and aim(s)	Learners will develop an understanding of the event industry and the unique aspects of managing events. Learners will develop the ability to apply operational and service quality management techniques to event management and make improvements to the event management process that will enhance the customer experience.	
Ofqual ref	A/503/6112	
CTH ref	MEHT	
Level	6	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a learner will:	Assessment of this learning outcome will require a learner to demonstrate that they can:	
1. Critically evaluate the issues involved in managing events for Hospitality and Tourism	<p>1.1 Appraise the size, nature and structure of the event industry</p> <p>1.2 Analyse the complexities of event management</p>	<ul style="list-style-type: none"> • Event typologies • Organisational/business • Cultural • Leisure, sporting events personal • Business tourism, • Conference sector • International and domestic case studies • Explicit and implicit service • Environmental scanning • Distinctive features of service operations • Risk • Legal and regulatory issues • Ethical and social issues • Reputation
2. Develop plans for managing events for the Hospitality and Tourism industry	<p>2.1 Critically evaluate event management processes</p> <p>2.2 Critically analyse the integration of operations management theory within the context of event management</p> <p>2.3 Critically analyse the integration of service quality theory and application within events management</p>	<ul style="list-style-type: none"> • The event management process: pre, real-time and post-event management • Operations management, including environmental and health & safety issues • Service quality dimensions: reliability, responsiveness, assurance, empathy and tangibles • Risk Management

APPENDIX A – SPECIMEN ASSESSMENT MATERIALS

1. Mock examination
2. Sample assignment

Finance in Tourism and Hospitality (M/507/3867)

Assessment methodology
Closed book written examination

FTH

Finance in Tourism and Hospitality

Examination

Date: Mock Exam

Time: 09.30 to 12.30

Instructions

- **Three hours** are allowed for this paper which carries a total of **100 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 five 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.

FTH EXAMINATION VALIDATION RECORD

The Learning outcomes and assessment criteria for the 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 income generation and other funding in the tourism and hospitality industry.

1.1	Describe sources of income generation.
1.2	Describe sources of funding.

Learning Outcome 2: Understand the operation of the business in terms of the elements of costs.

2.1	Describe the elements of cost found within the tourism and hospitality industry.
2.2	Describe some of the key aspects of effective control systems for high value assets.

Learning Outcome 3: Be able to apply the concept of marginal costing to price setting, particularly as applied to those costs which change with time or level of activity

3.1	Identify operations when this is a useful tool.
3.2	Calculate marginal costs and apply the result to pricing decisions.

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.

Learning Outcome 5: Be able to interpret business performance from profit and loss statements and balance sheets using ratios and percentages.

5.1	Use a number of tools to analyse a given business' performance to include basic sales, liquidity, efficiency and financial ratios.
-----	--

Exam Questions - Finance in Tourism and Hospitality

Please note: all questions are compulsory

QUESTION ONE - 20 marks

Question 1.1	Describe four sources of income generation found in the tourism and hospitality industry. Indicate which of these are the most significant, and why. You are advised to use real examples where this will help to explain your answer	20 marks
1.2	Apart from generating income most firms also need other sources of funding to operate. Describe four of these, explaining which businesses will use them and why	

QUESTION TWO - 20 marks

Question 2.1	Describe three elements of cost found within the tourism and hospitality industry, giving clear examples of each.	20 marks
2.2	Describe two of the key aspects of effective control systems for high value assets	

QUESTION THREE - 20 marks

Question 3.1	What are the usual characteristics of a business which will use marginal costing on a regular basis? Give three examples of these types of businesses.	20 marks
3.2	<p>The Superb Hotel has 100 double bedrooms and is in the centre of a European spa resort. Fixed costs for the room division are £912,500 per year, and the variable costs are £6 per person per night.</p> <p>The hotel sells 3,000 guest-nights per year at £140 for a double room.</p> <p>Calculate the marginal costs of a double room for one night and suggest with reasons the lowest price you would recommend selling a double for on a last minute deal website.</p>	

QUESTION FOUR - 20 marks

Question																												
4.1	Explain two of the main reasons for using budgets, and two of their limitations.																											
4.2	<p>Maurice Hamilton is planning to purchase a restaurant from its current owner. The planned purchase price is £450,000 which includes £360,000 for the premises, £11,250 for the stock and £78,750 for the equipment and furniture. These are reasonable valuations. Maurice also thinks he will need £15,000 for working capital.</p> <p>He has £420,000 of savings to invest, but will need to borrow the rest at an interest rate of 10% per annum. He plans to pay himself £35,000. He estimates his annual fixed costs will be £27,750 for rent and other building related costs, £42,000 for salaries and other staff costs, and £48,000 for overheads such as printing, fuel costs, and maintenance.</p> <p>He expects to have £400,000 sales and wants to make a net profit equivalent to a 20% return on his investment. He will aim to make 60% gross profit</p> <p>Produce a budgeted trading account to see if this will give him the net profit he requires.</p>																											
4.3	<p>Using the actual figures shown below calculate variances between the actual and budgeted figures and comment on the results</p> <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td></td> <td style="text-align: right;">Actual</td> </tr> <tr> <td>sales</td> <td style="text-align: right;">358,000</td> </tr> <tr> <td>material costs</td> <td style="text-align: right;">136,040</td> </tr> <tr> <td>gross profit</td> <td style="text-align: right;">221,960</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td>Fixed costs</td> <td></td> </tr> <tr> <td>rent and other building costs</td> <td style="text-align: right;">27,750</td> </tr> <tr> <td>salaries</td> <td style="text-align: right;">37,500</td> </tr> <tr> <td>other overheads</td> <td style="text-align: right;">45,000</td> </tr> <tr> <td>owners salary</td> <td style="text-align: right;">30,000</td> </tr> <tr> <td>loan interest £45,000@10%</td> <td style="text-align: right;"><u>4,500</u></td> </tr> <tr> <td>total costs</td> <td style="text-align: right;"><u>144,750</u></td> </tr> <tr> <td>Net profit</td> <td style="text-align: right;"><u>77,210</u></td> </tr> </table>		Actual	sales	358,000	material costs	136,040	gross profit	221,960	 		Fixed costs		rent and other building costs	27,750	salaries	37,500	other overheads	45,000	owners salary	30,000	loan interest £45,000@10%	<u>4,500</u>	total costs	<u>144,750</u>	Net profit	<u>77,210</u>	20 marks
	Actual																											
sales	358,000																											
material costs	136,040																											
gross profit	221,960																											
Fixed costs																												
rent and other building costs	27,750																											
salaries	37,500																											
other overheads	45,000																											
owners salary	30,000																											
loan interest £45,000@10%	<u>4,500</u>																											
total costs	<u>144,750</u>																											
Net profit	<u>77,210</u>																											

QUESTION FIVE - 20 marks

Question 5	<p>The following figures relate to a hospitality business. 40% of all sales and 90% of all purchases are on credit. Using accepted ratios and percentages comment on the gross and net profits, the current ratio and the acid test, debtors and creditors payment periods, stock turnover and return on capital employed.</p> <p style="text-align: center;">Trading and profit and loss account for year ending December 31st 2014</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 20%;">£000's 2013</th> <th style="width: 60%;"></th> <th style="text-align: right; width: 20%;">£000's 2014</th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">42,000</td> <td>Sales</td> <td style="text-align: right;">47,000</td> </tr> <tr> <td style="text-align: right;"><u>16,000</u></td> <td>Cost of sales</td> <td style="text-align: right;"><u>19,000</u></td> </tr> <tr> <td style="text-align: right;">26,000</td> <td>Gross profit</td> <td style="text-align: right;">28,000</td> </tr> <tr> <td style="text-align: right;"><u>10,250</u></td> <td>Wages</td> <td style="text-align: right;"><u>11,250</u></td> </tr> <tr> <td style="text-align: right;">15,750</td> <td>Net margin</td> <td style="text-align: right;">16,750</td> </tr> <tr> <td style="text-align: right;"><u>6,500</u></td> <td>Other expenses</td> <td style="text-align: right;"><u>7,500</u></td> </tr> <tr> <td style="text-align: right;"><u>9,250</u></td> <td>Net profit</td> <td style="text-align: right;"><u>9,250</u></td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 20px;">Balance sheet as at December 31st 2014</p> <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 20%; text-align: right;">25000</td> <td style="width: 60%;">Freehold property</td> <td style="width: 20%; text-align: right;">25000</td> </tr> <tr> <td style="text-align: right;"><u>2000</u></td> <td>equipment</td> <td style="text-align: right;"><u>3000</u></td> </tr> <tr> <td style="text-align: right;">27000</td> <td></td> <td style="text-align: right;">28000</td> </tr> <tr> <td></td> <td style="text-align: center;">Current Assets</td> <td></td> </tr> <tr> <td style="text-align: right;">1100</td> <td>stock</td> <td style="text-align: right;">1300</td> </tr> <tr> <td style="text-align: right;">400</td> <td>debtors</td> <td style="text-align: right;">600</td> </tr> <tr> <td style="text-align: right;"><u>975</u></td> <td>bank</td> <td style="text-align: right;"><u>50</u></td> </tr> <tr> <td style="text-align: right;">2475</td> <td></td> <td style="text-align: right;">1950</td> </tr> <tr> <td></td> <td style="text-align: center;">less Current Liabilities</td> <td></td> </tr> <tr> <td style="text-align: right;">1300</td> <td>creditors</td> <td style="text-align: right;">1500</td> </tr> <tr> <td style="text-align: right;"><u>200</u></td> <td>accruals</td> <td style="text-align: right;"><u>50</u></td> </tr> <tr> <td style="text-align: right;"><u>975</u></td> <td></td> <td style="text-align: right;">1550</td> </tr> <tr> <td style="text-align: right;"><u>27975</u></td> <td></td> <td style="text-align: right;"><u>28400</u></td> </tr> <tr> <td></td> <td style="text-align: center;">Financed by</td> <td></td> </tr> <tr> <td style="text-align: right;">20350</td> <td>Capital</td> <td style="text-align: right;">27975</td> </tr> <tr> <td style="text-align: right;"><u>9250</u></td> <td>net profit</td> <td style="text-align: right;"><u>9,250</u></td> </tr> <tr> <td style="text-align: right;">29600</td> <td></td> <td style="text-align: right;">37225</td> </tr> <tr> <td style="text-align: right;"><u>1625</u></td> <td>drawings</td> <td style="text-align: right;"><u>8825</u></td> </tr> <tr> <td style="text-align: right;"><u>27975</u></td> <td></td> <td style="text-align: right;"><u>28400</u></td> </tr> </tbody> </table>	£000's 2013		£000's 2014	42,000	Sales	47,000	<u>16,000</u>	Cost of sales	<u>19,000</u>	26,000	Gross profit	28,000	<u>10,250</u>	Wages	<u>11,250</u>	15,750	Net margin	16,750	<u>6,500</u>	Other expenses	<u>7,500</u>	<u>9,250</u>	Net profit	<u>9,250</u>	25000	Freehold property	25000	<u>2000</u>	equipment	<u>3000</u>	27000		28000		Current Assets		1100	stock	1300	400	debtors	600	<u>975</u>	bank	<u>50</u>	2475		1950		less Current Liabilities		1300	creditors	1500	<u>200</u>	accruals	<u>50</u>	<u>975</u>		1550	<u>27975</u>		<u>28400</u>		Financed by		20350	Capital	27975	<u>9250</u>	net profit	<u>9,250</u>	29600		37225	<u>1625</u>	drawings	<u>8825</u>	<u>27975</u>		<u>28400</u>
£000's 2013		£000's 2014																																																																																
42,000	Sales	47,000																																																																																
<u>16,000</u>	Cost of sales	<u>19,000</u>																																																																																
26,000	Gross profit	28,000																																																																																
<u>10,250</u>	Wages	<u>11,250</u>																																																																																
15,750	Net margin	16,750																																																																																
<u>6,500</u>	Other expenses	<u>7,500</u>																																																																																
<u>9,250</u>	Net profit	<u>9,250</u>																																																																																
25000	Freehold property	25000																																																																																
<u>2000</u>	equipment	<u>3000</u>																																																																																
27000		28000																																																																																
	Current Assets																																																																																	
1100	stock	1300																																																																																
400	debtors	600																																																																																
<u>975</u>	bank	<u>50</u>																																																																																
2475		1950																																																																																
	less Current Liabilities																																																																																	
1300	creditors	1500																																																																																
<u>200</u>	accruals	<u>50</u>																																																																																
<u>975</u>		1550																																																																																
<u>27975</u>		<u>28400</u>																																																																																
	Financed by																																																																																	
20350	Capital	27975																																																																																
<u>9250</u>	net profit	<u>9,250</u>																																																																																
29600		37225																																																																																
<u>1625</u>	drawings	<u>8825</u>																																																																																
<u>27975</u>		<u>28400</u>																																																																																

**Customer Relationship Management in the Tourism and
Hospitality Industry
(F/504/4424)**

Assessment methodology
Assignment

Unit title	Customer Relationship Management in the Tourism and Hospitality Industry
Ofqual no.	F/504/4424
Credit value	25
Level	5
Code	CRMTHI

This unit may be assessed either by assignment or work-based assessment. Centres may decide which method will be used. This document relates to assignments. Separate documentation is available for work-based assessments.

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 report.

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 4,000 word report 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 a CRM
- managing a responsive CRM,
- 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 quoted. The secondary research undertaken should be appended to this assignment.

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 a CRM, manage a responsive CRM, 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 4,000 words		

CTH Assignment check list - 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 report (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 1: Development of a customer service strategy - 40%		Weight -ing	Internal marking			CTH
Task / Assessment Criteria	Comments		1st marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
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		40				

Task 2: Management of customer relationships - 30%		Weight -ing	Internal marking			CTH
Task / Assessment Criteria	Comments		1st marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
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		30				

Task 3: Evaluation of customer service - 30%		Weight -ing	Internal marking			CTH
Task / Assessment Criteria	Comments		1 st marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
3.1 Develop an evaluation plan that addresses customer service objectives 3.2 Use evaluation methods and obtain information that is within the agreed budget 3.3 Identify strengths and areas for improvement 3.4 Develop measures to improve customer service that are consistent with organisational objectives, priorities and values		30				

CTH assignment mark sheet

Student name					
CTH number					
	Total available marks	1 st marker (marks)	Internal verifier I/V (marks)	Agreed mark	CTH final mark
Task 1	40				
Task 2	30				
Task 3	30				
Total Marks	100				

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

CTH number	
-------------------	--

First 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 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

- Ali-Knight, J., Robertson, M., Fyall, A. and Ladkin, A. (Eds), 2008, *International Perspectives of Festivals and Events: Paradigms of Analysis*, Elsevier, Oxford.
- Allen, J. 2005, *Time Management for Event Planners*. New York: Wiley.
- Allen, J. 2010, *Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management*. New York: Wiley.
- Bowdin, G. McDonnell, I. Allen, J. O'Toole, W., 2010. *Events Management 3rd edition*. Butterworth Heinemann.
- Berridge, G. 2006, *Event Design and Experience*. Oxford: Butterworth-Heinemann.
- Getz, D. 2005, *Event Management and Event Tourism*, 2nd ed., Cognizant, New York, NY.
- Getz, D. 2007, *Event Studies: Theory, Research and Policy for Planned Events*, Oxford: Butterworth-Heinemann.
- Getz, D. and Cheyne, J. 2002, *Special events motives and behaviour*. Continuum. London
- Goldblatt, J. 2010, *Special Events: A New Generation and the Next Frontier*. New York: Wiley.
- Hall, C.M. 1992, *Hallmark tourist events: impacts, management and planning*. Belhaven press. London.
- Hoyle, L. 2002, *Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions*. New York: Wiley.
- Monroe, J. and Kates, R. 2005, *Art of the Event: Complete Guide to Designing and Decorating Special Events*. New York: Wiley.
- Masterman, G. and Wood, E. 2005, *Innovative Marketing Communications: Strategies for the Events Industry*. Oxford: Butterworth-Heinemann.
- Roche, M., 2000, *Mega-events and Modernity*. Routledge: London
- Raj, R., Walters, P., Rashid, T. 2008 *Events Management: An Integrated and Practical Approach*. London: Sage.
- Robinson, P., Wale, D., Dickson, G. 2010, *Events Management*. CABI: Wallingford
- Shone A and Parry B 2004, *Successful Event Management*, 2nd Edition, Thomson Learning, ISBN 9781844800766
- Silvers, J. 2003, *Professional Event Coordination*. New York: Wiley.
- Silvers, J. 2007, *Risk Management for Meetings and Events*. Oxford: Butterworth-Heinemann.
- Skinner, B. and Rukavina, V. 2002, *The Event Sponsorship*. New York: Wiley.

Torkildsen G. 2005, *Leisure and Recreation Management*, 5th Edition, Routledge, ISBN 9780415309967

Tarlow, P., 2002, *Event Risk Management and Safety*. New York: Wiley.

Tum, J., Norton, P., Nevan Wright, J. 2005, *Management of Event Operations*. Oxford: Butterworth-Heinemann.

Van Der Wagen L 2008, *Event Management*, 3rd Edition, Pearson, ISBN 9780733988806

Van der Wagen, L. 2002, *Event Management: For Tourism, Cultural, Business and Sporting Events*. Melbourne: Hospitality Press.

Van der Wagen, L. 2006, *Human Resource Management for Events: Managing the event workforce*. Oxford: Butterworth-Heinemann.

Yeoman, I., Robertson, M., Ali-Knight, J., Drummond, S., McMahon-Beattie, U. (eds.), 2003, *Festival and Events Management: An International Arts and Culture Perspective*. Oxford: Butterworth-Heinemann.

Recommended Journals

Caterer and Hotelkeeper – Reed Business Information
Event Magazine – Haymarket Publications
Event Management
International Journal of Events Management Research
Journal of Policy Research in Tourism, Leisure and Events
International Journal of Cultural Policy

Recommended Websites

www.bha.org.uk

www.catersource.com

www.people1st.co.uk

<http://www.intute.ac.uk>

<http://www.event-management-uk.co.uk>

<http://www.hcima.org.uk>

<http://www.bta.org.uk>

<http://www.unwto.org/index.php>

Event Industry News (<http://www.eventindustrynews.co.uk>)

The Main Event Magazine (<http://www.themaineventmagazine.co.uk>)

Event Solutions (<http://www.event-solutions.com>)

Event (<http://www.eventmagazine.co.uk>)

Prestige Events (<http://www.prestigeeventsguide.com>)

I.E. (<http://www.ifea.com>)

Convvene (<http://pcma.org/Convvene.htm>)

AMI (<http://www.meetpie.com/Modules/PublicationModule/AMI/MainPage.aspx>)

Stand Out (<http://www.standoutmagazine.co.uk>)

Online & Computer Resources

Event Timelines: http://www.eventplanning-tips.co.za/developing_the_timeline.htm

Event Scotland Event Planning Practical Guide: <http://www.eventscotland.org/funding-and-resources/event-management-a-practical-guide/>

PCMA Planning Tools: http://www.pcma.org/Resources/Planning_Tools.htm

Meeting Directories: <http://www.lectureagent.com/meeting.html>

Meeting Matrix Event Management Tool

Professional Bodies

National Outdoor Event Association (who increasingly work with HEIs) (www.noea.org.uk)
Eventia (www.eventia.org.uk)

The Association of Event Organisers (AEO) (www.aeo.org.uk)

Business Visits and Events Partnership (www.businesstourismpartnership.com) (BVEP)

The Event Suppliers and Services Association (ESSA) (www.essa.uk.com)

Association of Event Venues (www.aev.org.uk)

International Festival and Events Association (www.ifea.com)

European Festival Association (<http://www.efa-aef.eu>)

CUSTOMER RELATIONSHIP MANAGEMENT IN THE TOURISM AND HOSPITALITY INDUSTRY

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.

Also see research work published in the following academic journals:

Tourism Management
Journal of Quality Assurance in Hospitality and Tourism
Service Industries Journal

TOUR OPERATIONS MANAGEMENT

Mansfeld, Y. and Pizam, A. (eds.) 2006, *Tourism, Security and Safety: From theory to practice*. Oxford: Butterworth-Heinemann. Available on EBSCO.

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

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

Robinson, P. (ed.) 2009, *Operations Management in the Travel Industry*. Wallingford: CABI.

Also see research work published in the following academic journals:

Tourism Management
Journal of Sustainable Tourism
Journal of Travel and Tourism Marketing

SUSTAINABLE TOURISM AND DESTINATION DEVELOPMENT

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.

Weaver, D. 2006, *Sustainable Tourism: Theory and Practice*. Oxford: Butterworth-Heinemann. Available on EBSCO.

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

Also see research work published in the following academic journals:

Tourism Geographies
Current Issues in Tourism
Journal of Sustainable Tourism

ESSENTIALS OF FINANCE IN TOURISM AND HOSPITALITY

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

Buhalis, D. and Egger, R. (eds.) 2009, *ETourism Case Studies: Management and Marketing Issues*. Oxford: Butterworth-Heinemann. Available on EBSCO.

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

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

Also see research work published in the following academic journals:

Tourism Management
Journal of Travel and Tourism Marketing
Tourism Economics

MANAGING EVENTS FOR HOSPITALITY AND TOURISM

Adams, L. and James, C. 2013, *Event Management in Sport, Recreation and Tourism : Theoretical and Practical Dimensions*. London: Routledge. Available on EBSCO.

Ali-Knight, J., Robertson, M., Fyall, A. and Ladkin, A. (eds.) 2009, *International Perspectives of Festivals and Events: Paradigms of Analysis*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Andrews, H. And Leopold, T. 2013, *Events and the Social Sciences*. London: Routledge. Available on EBSCO.

Blackshaw, T. (ed.) 2013, *Routledge Handbook of Leisure Studies*. London: Routledge. Available on EBSCO.

Bowdin, G. 2011, *Events Management*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Sharples, L. and Hall, C. M. 2008, *Food and Wine Festivals and Events Around the World : Development, Management and Markets*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Also see research work published in the following academic journals:

Annals of Tourism Research
Tourism Management
Event Management
International Journal of Events Management Research
Journal of Policy Research in Tourism, Leisure and Events
International Journal of Cultural Policy