



**CTH LEVEL 3 DIPLOMA IN
HOSPITALITY LEADERSHIP
(OFQUAL - 601/3186/X)**

**QUALIFICATION
SPECIFICATION**

MARCH 2017

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INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the CTH Level 3 Diploma in Hospitality Leadership.

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 qualification

The aims are to provide a qualification that:

- provides for an effective academic progression route;
- enables learners to gain credit towards higher education;

Entry requirements

The entry requirement for this qualification is by the recommendation of InterContinental Hotel Group (IHG) senior management.

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

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 3 and designed to be 120 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 180 learning hours. This figure includes but is not limited to formal classes, self-study, revision and assessment. However, learners completing this qualification should also be able to demonstrate their ability as independent learners.

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 3 Diploma in Hospitality Leadership					
Learners must achieve all 6 mandatory units i.e. a minimum total of 120 credits at level 3					
Min credit (Mandatory units): 120			Max credit (Mandatory units): 120		
Min GLH for qualification: 180			Max GLH for qualification: 180		
Mandatory units					
Unit Code	Unit title	L	CV	GLH	Ofqual no.
IHG3TA	Think ahead in hospitality leadership	3	20	30	D/506/2315
IHG3CC	Champion change in hospitality leadership	3	20	30	H/506/2316
IHG3LO	Lead others in hospitality leadership	3	20	30	M/506/2318
IHG3DO	Develop others in hospitality leadership	3	20	30	L/506/2374
IHG3DR	Drive results in hospitality leadership	3	20	30	R/506/2375
IHG3WC	Work collaboratively in hospitality leadership	3	20	30	H/506/2400
Total			120	180	

ASSESSMENT

This qualification is assessed by 6 unit assessments and one written assignment covering all six units.

Guidance on unit assessments

For each unit a line manager or programme manager needs to complete a unit assessment sheet by marking in the tick box when evidence at the appropriate standard has been shown and there is confidence in its integrity.

Both the learner and the manager must sign and date the unit assessments during or immediately following the learning session. All assessments will be sent to CTH for moderation before the Diploma is awarded.

Grading criteria

Level 3	Learners who fail:	To achieve a pass, learners 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

UNITS OF ASSESSMENT

Title	Think ahead in hospitality leadership	
Unit purpose and aim(s)	This unit is about learners planning and prioritising work in hospitality leadership settings	
Ofqual ref	D/506/2315	
CTH ref	IHG3TA	
Level	3	
Credit value	20	
GLH	30	
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 Be able to plan their own work and the work of a hospitality team	1.1 Determine Specific, Measurable, Achievable, Realistic and Time-bound (SMART) personal and team objectives 1.2 Identify a priority for the achievement of objectives 1.3 Explain a potential challenge to the plan	<ul style="list-style-type: none"> • SMART goals template • Planning template
2 Be able to prioritise work in hospitality	2.1 Analyse how time is spent on work 2.2 Distinguish between urgent and important priorities 2.3 Identify a priority that will drive team performance	<ul style="list-style-type: none"> • Activity diary • Important vs urgent tool • To do list

Title	Champion change in hospitality leadership	
Unit purpose and aim(s)	This unit is about driving continuous change and supporting others through change in hospitality leadership	
Ofqual ref	H/506/2316	
CTH ref	IHG3CC	
Level	3	
Credit value	20	
GLH	30	
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 Be able to drive continuous improvement in hospitality	1.1 Identify a problem or an area for improvement 1.2 Create a range of potential solutions that meet the specification 1.3 Select the appropriate solution for the situation	<ul style="list-style-type: none"> • 5 'Whys' exercise • Solution evaluation tool
2 Understand how to support others through change in hospitality	2.1 Explain the responsibility to support others through change 2.2 Analyse how people react at different stages of change 2.3 Plan how to support the team through a change	<ul style="list-style-type: none"> • Kubler Ross Curve tool • Supporting through Change tool

Title	Lead others in hospitality leadership	
Unit purpose and aim(s)	This unit is about adapting leadership styles and improving individual performance in hospitality leadership	
Ofqual ref	M/506/2318	
CTH ref	IHG3LO	
Level	3	
Credit value	20	
GLH	30	
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 how to adapt leadership style	1.1 Explain how to use different leadership styles to meet different individual's needs 1.2 Outline a benefit of effective delegation 1.3 Explain how to plan the delegation of a task	<ul style="list-style-type: none"> • Skill/will matrix • Feedback model • Task delegation template
2 Be able to assess individual performance	2.1 Explain one type of evidence to assess an individual's performance of their job against an agreed criterion 2.2 Plan constructive and evidence-based feedback to an individual 2.3 Explain one consideration when giving feedback	<ul style="list-style-type: none"> • Observation template • Feedback model

Title	Develop others in hospitality leadership	
Unit purpose and aim(s)	This unit is about developing others and supporting individual development in hospitality leadership	
Ofqual ref	L/506/2374	
CTH ref	IHG3DO	
Level	3	
Credit value	20	
GLH	30	
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 how to develop people in hospitality	1.1 Explain the required learning approach 1.2 Identify the potential impact of the learning approach identified in 1.1 when developing a staff member 1.3 Explain the steps for developing people in hospitality.	<ul style="list-style-type: none"> 70.20.10 learning approach
2 Understand how to support an individual's development in a job	2.1 Explain how to identify an individual's development needs through observation 2.2 Explain how to give feedback to an individual 2.3 Identify the steps of a coaching model	<ul style="list-style-type: none"> 6 step developing others model Coaching conversation template Giving feedback model Coaching conversation model

Title	Drive results in hospitality leadership	
Unit purpose and aim(s)	This unit is about motivating individuals to achieve results in hospitality leadership	
Ofqual ref	R/506/2375	
CTH ref	IHG3DR	
Level	3	
Credit value	20	
GLH	30	
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 what motivates an individual in hospitality	1.1 Explain an individual's role in creating an inspiring work environment 1.2 Explain a factor that affects motivation 1.3 Explain how to recognise the contribution of an individual	<ul style="list-style-type: none"> • Work environment list
2 Be able to motivate others to achieve results in hospitality	2.1 Identify the motivation needs of a team member 2.2 Create a plan including allocated actions that is designed to motivate a team 2.3 Explain how to act as a motivational role model	<ul style="list-style-type: none"> • Worksheet keeping people motivated • 10 questions to ask your team list

Title	Work collaboratively in hospitality leadership	
Unit purpose and aim(s)	This unit is about helping people work together and understanding team conflict in hospitality leadership	
Ofqual ref	H/506/2400	
CTH ref	IHG3WC	
Level	3	
Credit value	20	
GLH	30	
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 Be able to help different people work well together	1.1 Identify the different relationships and interaction styles within the team 1.2 Explain a factor that affects team collaboration 1.3 Identify the level of identity within a team	<ul style="list-style-type: none"> • Team identity worksheet • Social Styles Questionnaire
2 Understand team conflict resolution in hospitality	2.1 Explain the steps to follow when dealing with conflict between people at work 2.2 Assess the nature of a conflict or potential conflict that needs to be resolved 2.3 Plan how to resolve any identified or potential conflict in the team	<ul style="list-style-type: none"> • Dealing with conflict steps