



**CTH LEVEL 4 DIPLOMA IN
HOSPITALITY LEADERSHIP
(OFQUAL - 601/3315/6)**

**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 4 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 4 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 4 Diploma in Hospitality Leadership – 601/3315/6					
Learners must achieve all 6 mandatory units i.e. a minimum total of 120 credits at level 4					
Min credit (Mandatory units): 120			Max credit (Mandatory units): 120		
Min GLH for qualification: 180			Max GLH for qualification: 180		
Mandatory units					
CTH Code	Unit title	L	CV	GLH	Ofqual no.
IHG4TA	Think ahead in hospitality leadership	4	20	30	R/506/2828
IHG4CC	Champion change in hospitality leadership	4	20	30	Y/506/2829
IHG4LO	Lead others in hospitality leadership	4	20	30	L/506/2830
IHG4DO	Develop others in hospitality leadership	4	20	30	R/506/2831
IHG4DR	Drive results in hospitality leadership	4	20	30	Y/506/2832
IHG4WC	Work collaboratively in hospitality leadership	4	20	30	D/506/2833
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 4	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 covers being able to set an effective goal for a hospitality team, and plan and prioritise work	
Ofqual ref	R/506/2828	
CTH ref	IHG4TA	
Level	4	
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 set an effective goal for a hospitality team	1.1 Identify a department goal and priority from wider business goals 1.2 Create a Specific, Measurable, Achievable Realistic and Time-bound (SMART) goal for an individual team member 1.3 Identify a way to communicate a goal and a priority to the team	<ul style="list-style-type: none"> • SMART Goals Template • Team communication template (standard to all modules)
2 Be able to plan and prioritise work	2.1 Distinguish between an urgent and important priority 2.2 Identify a priority for a team 2.3 Create an action plan that is capable of achieving a team goal	<ul style="list-style-type: none"> • Activity Diary • Important vs urgent tool • Planning template

Title	Champion change in hospitality leadership	
Unit purpose and aim(s)	This unit covers being able to drive continuous improvement and change in hospitality	
Ofqual ref	Y/506/2829	
CTH ref	IHG4CC	
Level	4	
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 Analyse a factor which affects team performance 1.2 Create a range of potential solutions that meets the specification 1.3 Select the solution that best meets the specification	<ul style="list-style-type: none"> • Fishbone diagram • Solutions Evaluation tool
2 Be able to drive change in hospitality	2.1 Explain how people react at different stages of change 2.2 Plan how to support a team through a change 2.3 Explain the process to gain buy in for an identified change	<ul style="list-style-type: none"> • Kubler Ross Curve • Supporting through Change Template • Buy in for change exercise

Title	Lead others in hospitality leadership	
Unit purpose and aim(s)	This unit covers being able to lead a team in hospitality, and to manage individual performance.	
Ofqual ref	L/506/2830	
CTH ref	IHG4LO	
Level	4	
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 lead a team in hospitality	1.1 Explain a leader's responsibility for tasks, teams and individuals 1.2 Identify the leadership priorities on which to focus 1.3 Outline which approach to take for an individual given their skill or will	<ul style="list-style-type: none"> • The three circles tool • Skill/Will Matrix Exercise
2 Be able to manage individual performance in hospitality	2.1 Structure a coaching conversation 2.2 Plan constructive and evidence-based feedback to an individual 2.3 Identify and explain how to use the delegation of a task to manage individual performance	<ul style="list-style-type: none"> • GROW model • SBI Feedback Model • Task delegation template

Title	Develop others in hospitality leadership	
Unit purpose and aim(s)	This unit covers being able to develop a team in hospitality, and hold a coaching conversation with a hospitality team member	
Ofqual ref	R/506/2831	
CTH ref	IHG4DO	
Level	4	
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 develop a team in hospitality	1.1 Explain a learning approach to develop a team 1.2 Analyse the impact of a learning approach when developing others 1.3 Identify one individual and one team development need 1.4 Create a development plan for an individual team member	<ul style="list-style-type: none"> • 70.20.10 learning approach • Personal Development Plan Template
2 Be able to hold a coaching conversation with a hospitality team member	2.1 Plan a coaching conversation 2.2 Explain how to follow a coaching conversation model 2.3 Explain the process to agree a course of action with an individual	<ul style="list-style-type: none"> • Learning styles Template • Coaching conversation exercise • GROW coaching model

Title	Drive results in hospitality leadership	
Unit purpose and aim(s)	This unit covers being able to motivate a team, and recognise individual and team achievement in hospitality	
Ofqual ref	Y/506/2832	
CTH ref	IHG4DR	
Level	4	
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 motivate a team in hospitality	1.1 Identify a factor that motivates a team member 1.2 Create a motivation action plan 1.3 Explain how to put in place one action according to the plan made in 1.2	<ul style="list-style-type: none"> • Motivation action plan
2 Be able to recognise individual and team achievement in hospitality	2.1 Identify how to give recognition to an individual team member 2.2 Create a plan to recognise an individual 2.3 Explain how to communicate the plan to a team member	<ul style="list-style-type: none"> • Team communication template

Title	Work collaboratively in hospitality leadership	
Unit purpose and aim(s)	This unit covers being able to build a team and to resolve team conflicts in hospitality	
Ofqual ref	D/506/2833	
CTH ref	IHG4WC	
Level	4	
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 build a team in hospitality	1.1 Evaluate how well the team is working together 1.2 Create an achievable plan to improve team dynamics 1.3 Explain how to communicate the plan to a team member	<ul style="list-style-type: none"> Team communication template
2 Be able to resolve team conflict in hospitality	2.1 Identify any existing or potential conflict in a team 2.2 Plan how to resolve identified or potential conflict 2.3 Identify how to take action to resolve identified or potential conflict	<ul style="list-style-type: none"> Dealing with conflict steps Solving conflict exercise