



**CTH LEVEL 5 ADVANCED
DIPLOMA IN
HOSPITALITY
MANAGEMENT
(OFQUAL - 601/7131/5)**

**QUALIFICATION
SPECIFICATION**

MARCH 2017

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INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the Level 5 Advanced Diploma in Hospitality 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 qualification

The aims are to provide a qualification that:

- provides for an effective academic progression route;
- enables students to gain credit towards higher education;
- enables students to develop higher level 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
All applicants must be at least 18 years of age and hold at least IELTS 5.5 or other evidence of competence in English at this level.	
CTH students and Associate Members Applicants from other regulated awarding organisations Hospitality/Tourism/Business Management graduates with a Bachelors degree from a UK institution	<ul style="list-style-type: none"> • Students should hold a regulated academic or vocational qualification at Level 4 in a related subject (Tourism or Hospitality), including CTH level 4 Diploma or Pearson HNC.
Hospitality/Tourism/Business Management graduates with a Foundation degree or equivalent from a non-UK educational institution	<ul style="list-style-type: none"> • Students should hold a regulated academic or vocational qualification equivalent to a UK Level 4 in a related subject

	(Tourism or Hospitality), for example a CTH Level 4 Diploma, HNC etc.). Equivalence to be evaluated through NARIC.
Graduates from non-related fields or non-graduates with substantial hospitality and/or tourism work experience	<ul style="list-style-type: none"> • Evidence of at least three years' work experience in the hospitality and/or tourism industry which must include one year at supervisory or management level. • Students should usually have successfully completed secondary education, and preferably have gained a post-school qualification in any subject.

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 175 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 Hospitality Management Qualification Specification

CTH Level 5 Advanced Diploma in Hospitality Management – 601/7131/5						
Students must achieve: <ul style="list-style-type: none"> all 7 Mandatory units, providing 175 credits i.e. a total of 175 credits, of which 160 credits are at level 5 and 15 credits at level 4						
Min credit (Mandatory units): 175			Max credit (Mandatory units): 175			
Min GLH for qualification: 715			Max GLH for qualification: 715			
Mandatory units						
Unit Code	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
HRMTHI	Human Resource Management in the Tourism and Hospitality Industry	5	25	100	T/504/4421	Assignment
SMTHI	Strategic Marketing in the Tourism and Hospitality Industry	5	25	100	A/504/4422	Closed book written examination
CRMTHI	Customer Relationship Management in the Tourism and Hospitality Industry	5	25	100	F/504/4423	Assignment or work-based assessment
CITHI	Contemporary Issues in the Tourism and Hospitality Industry	5	25	100	J/504/4424	Closed book written examination
FBM	Food and Beverage Management	5	30	120	T/504/4449	Assignment
FMTHI	Facilities Management in the Tourism and Hospitality Industry	5	30	120	M/504/4451	Assignment or work-based assessment
Total			175	745		

The level 5 qualification provides progression to a level 6 CTH vocational qualification.

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

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.

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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:
	<p>have major weaknesses or have not fulfilled the CTH academic regulations</p>	<p>meets the requirements of the assessment criteria and learning outcomes</p>	<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 	<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

		referencing	
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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	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 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	3.1 Explain where to find the relevant management accounting	Management accounting tools such as budgets, variance

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<p>making in tourism and hospitality</p>	<p>information for a given issue.</p> <p>3.2 Use a range of processes and procedures to aid decision making</p>	<p>analysis, forecasts, cash flow</p> <p>Comparing actual results with budgets & forecasts, comparisons with targets inc solvency and profitability.</p>
<p>4. Interpret financial accounts to aid in decision making in the tourism and hospitality industry</p>	<p>4.1 Use a number of tools to measure and interpret given financial accounts</p> <p>4.2 Use the recognised tools shown in 4.1 to make valid suggestions on how to improve the business' performance.</p>	<p>Financial accounts will include trading account, profit and loss account, balance sheet and cash flow,</p> <p>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</p> <p>Sales mix, turnover and gross margin per employee</p> <p>Occupancy ratios, average spend per head.</p> <p>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.</p>

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	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 principles underpinning human resource (HR) management in the tourism and hospitality industry	<p>1.1 Analyse the functions of people management and distinguish between leaders and managers</p> <p>1.2 Identify the respective roles and responsibilities of line managers and the HR function</p> <p>1.3 Define the personal qualities and managerial skills that are capable of influencing staff behaviour positively</p> <p>1.4 Explain the links between staff motivation and business performance</p> <p>1.5 Evaluate the costs and benefits of staff training and development</p> <p>1.6 Ensure that operational policies and practices are aligned with strategic HR policies</p>	<ul style="list-style-type: none"> • 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	<p>2.1 Communicate expectations and requirements unequivocally</p> <p>2.2 Lead by example, exhibiting organisational standards of presentation, behaviour and performance</p> <p>2.3 Arrange for suitable training that meets identified development needs to maximise business benefit</p> <p>2.4 Deal promptly with problems and underperformance, giving objective and constructive</p>	<ul style="list-style-type: none"> • Organisational expectations (performance, standards and values) • Conflict resolution techniques • Time management • Managing underperformance • The “learning organisation” • Delegation • Learning theories

	feedback	
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	2.5 Identify and manage conflict sensitively but firmly	
3 Develop human resources policies in the tourism and hospitality industry	<p>3.1 Develop HR strategy and systems to implement policies that are consistent with operational priorities, objectives and values</p> <p>3.2 Manage HR processes in accordance with organisational policy</p> <p>3.3 Deploy human resources in order to optimise business performance, individual staff satisfaction and retention</p> <p>3.4 Evaluate the effectiveness of HR policies and processes and recommend improvements</p>	<ul style="list-style-type: none"> • 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	Strategic Marketing in the Tourism and Hospitality Industry	
Unit purpose and aim(s)	This unit covers contributing to the development of marketing and sales strategies in the tourism and hospitality industry; optimising marketing communications, building strategic partnerships, new product development and understanding the purpose and components of an organisational business plan	
Ofqual ref	A/504/4422	
Unit Code	SMTHI	
Level	5	
Credit value	25	
GLH	100	
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 Contribute to the development of marketing and sales strategies in the tourism and hospitality industry	1.1 Evaluate the interface between sales and marketing 1.2 Offer contributions that meet strategic and operational objectives and priorities of a tourism and hospitality business 1.3 Identify sales and marketing targets and objectives that are realistic and relevant to the market 1.4 Assess international and cultural influences in the tourism and hospitality industry	<ul style="list-style-type: none"> • Interface of and coherence between sales and marketing strategies with others • Market and customer profiles and sources of information • Organisational values eg green, fair trade and their impact on marketing etc • Transactional, relationship, network marketing • International influences on marketing intentions
2 Optimise marketing communications in the tourism and hospitality industry	2.1 Design marketing communications that appeal to a range of target customers 2.2 Optimise the use of a range of different media 2.3 Evaluate the effectiveness of marketing communications	<ul style="list-style-type: none"> • Marketing communications • Use of media to reach different target customers (inc. social media and e-marketing) • Practical application of branding • Market positioning • USPs • Response measurement • Market penetration
3 Build strategic partnerships in the tourism and hospitality industry	3.1 Identify gaps and areas of market saturation 3.2 Identify potential partners that are capable of furthering organisational objectives 3.3 Analyse the requirements of production, quality and distribution channels 3.4 Negotiate agreements that are consistent with organisational objectives, priorities and values	<ul style="list-style-type: none"> • Strategic implications of new product development (NPD) • Strategic analytical techniques • Competitor analysis • Short and long term strategic priorities • Constraints within the market • Production requirements • Quality • Distribution • Strategic alliances, joint ventures, partnerships,

		<p>partnering arrangements, MoUs, Service Level Agreements (SLAs)</p> <ul style="list-style-type: none"> • Negotiation techniques • Incentives, rewards and disincentives
<p>4 Develop new products and/or services (NPD) in hospitality or tourism</p>	<p>4.1 Characterise the market for new or adapted products and/or services</p> <p>4.2 Generate and screen practicable ideas against agreed criteria through market testing</p> <p>4.3 Clarify any intellectual property issues</p> <p>4.4 Price product or service in accordance with pricing strategy</p>	<ul style="list-style-type: none"> • Product lifecycle • Ideas generation (“Fuzzy front end”) • Setting screening criteria • Product design • Market analysis • Market testing and choice modelling • Intellectual Property • Pricing products and/or services • Product costs (fixed and variable) • Forecasting unit volumes, revenue and profit • Impact of new product on the portfolio
<p>5 Understand the purpose and components of an organisational business plan in the tourism and hospitality industry</p>	<p>5.1 Identify potential business opportunities that are commensurate with strategic objectives from an analysis of emerging trends</p> <p>5.2 Ensure the coherence of different functional priorities and plans</p> <p>5.3 Explain the allocation of operational resources in line with strategic and operational priorities</p> <p>5.4 Explain the consultation process relating to business planning</p>	<ul style="list-style-type: none"> • Purposes and components • Environmental analysis (macro – PESTLE; micro – Porter’s 5 Forces) • Trend analysis (time series, moving averages, seasonal variations) • Stakeholders: identification, needs, Mendelow power/interest model to prioritise stakeholders • Corporate, functional and operational objectives and plans • Resource allocation principles, resources & competences review (Grant) • Consultation processes

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	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 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
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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	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 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	<ul style="list-style-type: none"> • 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 2.2 Identify who may be affected and in what way 2.3 Assess the attitudes of stakeholders to emerging issues 2.4 Identify how emerging issues	<ul style="list-style-type: none"> • Risk analysis and risk control • Diversification opportunities and their implications • Business continuity • Contingency planning • Change management • Crisis management

	<p>may affect a business (eg strategic, financial, operational, environmental, political, technological, reputation, ethical, customer reaction, consumer rights) in the short and long term</p> <p>2.5 Analyse the potential implications of emerging issues and the possible consequences of non-action</p> <p>2.6 Assess the role of a project team in addressing emerging issues</p> <p>2.7 Evaluate the role of knowledge management in addressing emerging issues</p>	<ul style="list-style-type: none"> • Knowledge management • Role of project teams
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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	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 Develop food and beverage operations	<p>1.1 Characterise the market environment and identify the needs of customers</p> <p>1.2 Specify goals and quality standards and develop costed ideas and concepts to meet identified needs</p> <p>1.3 Specify design aspects that will create the desired atmosphere and conform with corporate identity</p> <p>1.4 Develop menus and drinks lists that meet a range of requirements</p> <p>1.5 Design safe, efficient and hygienic kitchen, service and storage systems</p> <p>1.6 Explain how to comply with the legal considerations of food and beverage operations</p>	<ul style="list-style-type: none"> • 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	<p>2.1 Develop procurement systems and controls to ensure that volumes and quality of purchases are maintained within budget</p> <p>2.2 Assure the quality and reliability of products and services through effective management of supplier contracts</p> <p>2.3 Allocate resources to meet the needs of changing priorities</p> <p>2.4 Ensure that organisational standards of efficiency,</p>	<ul style="list-style-type: none"> • 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

	<p>courtesy, personal presentation and hygiene are maintained at all times</p> <p>2.5 Develop promotional activities that are appropriate to the type of food and beverage operation</p>	
<p>3 Evaluate the effectiveness of food and beverage operations</p>	<p>3.1 Specify a range of realistic quantitative and qualitative performance indicators</p> <p>3.2 Develop customer satisfaction and feedback systems</p> <p>3.3 Identify business opportunities from an analysis of competitor information</p> <p>3.4 Identify shortfalls in performance against targets and objectives</p>	<ul style="list-style-type: none"> • 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

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 meet 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	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 Evaluate the role of a facilities manager in a hospitality or tourism organisation	<p>1.1 Assess the scope of facilities management in meeting customers' and other stakeholders' needs</p> <p>1.2 Assess the role and responsibilities of a facilities manager</p> <p>1.3 Assess the issues in outsourcing the facilities function</p> <p>1.4 Assess the quality of existing and potential suppliers and identify suppliers that meet procurement criteria</p> <p>1.5 Negotiate contracts for the supply of goods and services that offer best value for money</p>	<ul style="list-style-type: none"> • 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	<p>2.1 Determine the factors that affect the use of space and analyse current and likely future user requirements for space</p> <p>2.2 Appraise options for capital investment and determine the costs and benefits of a possible capital investment project</p> <p>2.3 Forecast expected income and investment costs for a capital investment project</p>	<ul style="list-style-type: none"> • 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

<p>3 Ensure the facilities of a hospitality or tourism organisation meets health, safety and environmental requirements</p>	<p>3.1 Explain the legislative requirements of health, safety and the environment (including sustainability)</p> <p>3.2 Identify risks, problems and security issues using risk assessment methods</p> <p>3.3 Recommend procedures for monitoring organisational health, safety and sustainability standards</p>	<ul style="list-style-type: none"> • 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
<p>4 Maintain and develop the facilities of a hospitality or tourism organisation premises</p>	<p>4.1 Ensure that the premises are secured and maintained to organisational and environmental standards and practices</p> <p>4.2 Explain the provisions of the contract with technical services and maintenance suppliers</p> <p>4.3 Identify the need for improvements to facilities that are likely to enhance business efficiency and environmental good practice</p> <p>4.4 Implement changes that are consistent with business objectives and that are likely to enhance business efficiency</p>	<ul style="list-style-type: none"> • Planned and unscheduled maintenance • Corporate standards (safety, corporate identity, 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

APPENDIX A – SPECIMEN ASSESSMENT MATERIALS

1. Mock examination
2. Sample assignment

**Strategic Marketing in the Tourism and
Hospitality Industry
(A/504/4422)**

Assessment methodology
Closed book written examination



SMTHI

Strategic Marketing in the Tourism and Hospitality Industry

Mock Examination

Instructions

- **Three hours** are allowed for this paper which carries a total of **100 marks**
- Read these instructions carefully before answering any questions
- Do not begin writing until instructed to by the invigilator
- 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.
- 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.

SMTHI EXAMINATION RECORD

The Learning outcomes and assessment criteria for the Strategic Marketing in the Tourism and Hospitality Industry 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 candidates achieved the following:

Learning Outcome 1: Contribute to the development of marketing and sales strategies in the tourism and hospitality industry

- 1.1 Evaluate the interface between sales and marketing
- 1.2 Offer contributions that meet strategic and operational objectives and priorities of a tourism and hospitality business
- 1.3 Identify sales and marketing targets and objectives that are realistic and relevant to the market
- 1.4 Assess international and cultural influences in the tourism and hospitality industry

Learning Outcome 2: Optimise marketing communications in the tourism and hospitality industry

- 2.1 Design marketing communications that appeal to a range of target customers
- 2.2 Optimise the use of a range of different media
- 2.3 Evaluate the effectiveness of marketing communications

Learning Outcome 3: Build strategic partnerships in the tourism and hospitality industry

- 3.1 Identify gaps and areas of market saturation
- 3.2 Identify potential partners that are capable of furthering organisational objectives
- 3.3 Analyse the requirements of production, quality and distribution channels
- 3.4 Negotiate agreements that are consistent with organisational objectives, priorities and values

Learning Outcome 4: Develop new products and/or services (NPD) in hospitality or tourism

- 4.1 Characterise the market for new or adapted products and/or services
- 4.2 Generate and screen practicable ideas against agreed criteria through market testing
- 4.3 Clarify any intellectual property issues
- 4.4 Price product or service in accordance with pricing strategy

Learning Outcome 5: Understand the purpose and components of an organisational business plan in the tourism and hospitality industry

- 5.1 Identify potential business opportunities that are commensurate with strategic objectives from an analysis of emerging trends
- 5.2 Ensure the coherence of different functional priorities and plans
- 5.3 Explain the allocation of operational resources in line with strategic and operational priorities
- 5.4 Explain the consultation process relating to business planning

EXAM QUESTIONS

Please note: ALL questions are compulsory

Question 1	<p>All your answers to Question 1 should be related to your chosen organisation. For a hotel, travel agency or tour operator in a location of your choice:</p> <ul style="list-style-type: none"> • Compare and contrast the roles of sales and marketing within the organisation. • Distinguish between the organisation's strategic and operational objectives. Give examples of each plus two sales targets you could establish. Discuss how these targets would be achieved. • Describe how cultural influences impact on the tourism and hospitality industry in the location you have identified. 	20 marks
Question 2	<p>You are undertaking a summer internship within a hotel or travel agency and you have been asked to prepare marketing communications that will appeal to a range of target customers.</p> <p>2.1 Discuss the overall objectives of a marketing communication strategy within the business.</p> <p>2.2 Identify two different media you would use to promote the business and discuss their advantages and disadvantages.</p> <p>2.3 Explain how you would evaluate the effectiveness of marketing communications.</p>	20 marks
Question 3	<p>3.1 Building strategic partnerships in tourism and hospitality is crucial in many of the larger organisations. Discuss how strategic partners could help a tourism and hospitality department to further its organisational objectives. Give an example to support your answer.</p> <p>3.2 Explain how you would identify an area of market saturation, and what you would recommend to your organisation.</p> <p>3.3 Differentiate between the requirements of production and distributions channels within a tourism or hospitality organisation.</p> <p>3.4 Evaluate the key steps involved in a negotiation meeting.</p>	20 marks

Question 4	<p>Hospitality and tourism organisations need to develop new products and services in order to remain competitive within the industry. Discuss the following with reference to a tourism or hospitality organisation:</p> <ul style="list-style-type: none"> • How would the organisation characterise the market for new or adapted products or services. • Explain the purpose and implementation of market testing. • Define the term 'intellectual property' and explain its function when developing new products and services. • Describe the key aspects of a pricing strategy and how the organisation would implement it. 	20 marks
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Question 5	<p>Explain the purpose of an organisational business plan in the tourism or hospitality industry. In your answer discuss the following:</p> <ul style="list-style-type: none"> • The analysis of emerging trends in hospitality and tourism • How to match functional priorities and plans • The key aspects of allocating operational resources • Consultation processes 	20 marks
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**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:	
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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	
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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:.....

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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	
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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

Andreu, L, Gnoth, J. and Kozak, M. (eds.), 2009. *Advances in Tourism Destination Marketing*. London: Routledge. Available on EBSCO.

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

Ashworth, G. and Goodall, B. (eds.), 2013. *Marketing Tourism Places*. London: Routledge. 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 Geographies

Tourism Management

Journal of Travel and Tourism Marketing

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