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**CTH LEVEL 5 ADVANCED  
DIPLOMA IN  
TOURISM MANAGEMENT  
(OFQUAL - 601/7135/2)**

**QUALIFICATION  
SPECIFICATION**

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**MARCH 2017**

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## INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the Level 5 Diploma in Tourism 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
<b>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.</b>	
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"> <li>• 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.</li> </ul>
Hospitality/Tourism/Business Management graduates with a Foundation degree or equivalent from a non-UK educational institution	<ul style="list-style-type: none"> <li>• 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</li> </ul>

	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"> <li>• 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.</li> <li>• Students should usually have successfully completed secondary education, and preferably have gained a post-school qualification in any subject.</li> </ul>

**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 Tourism Management Qualification Specification

<b>CTH Level 5 Diploma in Tourism Management – 601/7135/2</b>						
Students must achieve: <ul style="list-style-type: none"> <li>all 7 Mandatory units, providing 175 credits</li> </ul> i.e. a total of 175 credits, of which 160 credits are at level 5 and 15 credits at level 4						
<b>Min credit (Mandatory units): 175</b>			<b>Max credit (Mandatory units): 175</b>			
<b>Min GLH for qualification: 715</b>			<b>Max GLH for qualification: 715</b>			
<b>Mandatory units</b>						
<b>Unit Code</b>	<b>Unit title</b>	<b>L</b>	<b>CV</b>	<b>GLH</b>	<b>Ofqual no.</b>	<b>Assessment method</b>
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
TOM	Tour Operations Management	5	30	120	J/504/4455	Assignment
STDD	Sustainable Tourism and Destination Development	5	30	120	D/504/4459	Assignment or work-based assessment
<b>Total</b>			<b>175</b>	<b>745</b>		

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

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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"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• use, analyse and interpret quantitative and qualitative data to develop coherent arguments</li> <li>• apply a range of theories in different contexts</li> <li>• demonstrate the use of a range of academic research sources</li> <li>• make sound judgements that accord with theories and concepts in the area of study</li> <li>• use established problem solving techniques within the area of study</li> <li>• present work that is neat, clear and well structured, with clearly referenced sources</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• apply a detailed knowledge of the theories, trends and issues within the area of study drawn from a range of academic research</li> <li>• evaluate the selection of approaches, models and tools in the area of study</li> <li>• demonstrate the use of a range of academic research sources</li> <li>• communicate the results of work convincingly, supported by structured and coherent arguments</li> <li>• adapt and synthesise established problem solving techniques</li> <li>• make sound judgements that accord with theories and concepts in the area of study</li> <li>• present work that is professional and coherent, with clearly referenced sources</li> </ul>

### GRADING CRITERIA

Level 5	Students who fail:	To achieve a pass, students must:	To achieve a merit grade (60% to 79%) students must:	To achieve a distinction grade (80%+) students must:
	have major weaknesses or have not fulfilled the CTH academic regulations	meets the requirements of the assessment criteria and learning outcomes	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• analyse information, theories and concepts critically</li> <li>• apply theories, concepts and principles beyond the context in which they were first learned</li> <li>• use a wide range of academic research sources</li> <li>• demonstrate evidence of critical evaluation of the suitability of approaches, techniques and models in the area of study</li> <li>• reach balanced conclusions with regard to conflicting theories and arguments</li> <li>• use investigative techniques to solve problems</li> <li>• use research sources and/or theories to make sound and justified judgements and recommendations</li> <li>• recognise how the limits of their knowledge influences the field of study</li> <li>• present work that is clear, coherently structured and professionally presented in conformity with agreed conventions, including Harvard Style academic referencing</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• present a cogent rationale for recommending developments to theories and principles underpinning the area of study</li> <li>• make reasoned and evidence-based generalisations and deductions from interpretations of data</li> <li>• apply theories, concepts and principles beyond the context in which they were first learned</li> <li>• use a wide range of academic sources of research to identify patterns and trends and substantiate findings and recommendations</li> <li>• adapt problem solving techniques from another context or in an innovative way</li> <li>• 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</li> </ul>

## UNITS OF ASSESSMENT

Title	<b>Understanding Funding and Finance in Tourism and Hospitality</b>	
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 making in tourism and	3.1 Explain where to find the relevant management accounting information for a given issue.	Management accounting tools such as budgets, variance analysis, forecasts, cash flow

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hospitality	3.2 Use a range of processes and procedures to aid decision making	Comparing actual results with budgets & forecasts, comparisons with targets inc solvency and profitability.
4. Interpret financial accounts to aid in decision making in the tourism and hospitality industry	<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 &amp; 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>

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<b>Title</b>	<b>Human Resource Management in the Tourism and Hospitality Industry</b>	
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	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
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"> <li>• Objective setting and goal achievements</li> <li>• Characteristics of and distinctions between successful leaders and managers</li> <li>• Leadership theories inc. Adair, Blanchard, McClelland, Blake and Mouton</li> <li>• Motivation theory, McGregor, Vroom</li> <li>• Characteristics of successful teams</li> <li>• Belbin</li> <li>• Competences and competencies, interpersonal skills</li> <li>• Employment law, ethical behaviour, equality and diversity</li> <li>• Training and development</li> <li>• Employee welfare</li> <li>• Ensure that operational policies and practices are aligned with strategic HR policies</li> </ul>
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 feedback</p>	<ul style="list-style-type: none"> <li>• Organisational expectations (performance, standards and values)</li> <li>• Conflict resolution techniques</li> <li>• Time management</li> <li>• Managing underperformance</li> <li>• The 'learning organisation'</li> <li>• Delegation</li> <li>• Learning theories</li> </ul>

	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"> <li>• Designing policies (eg criteria for choice of recruitment &amp; selection method, release methods, operation of discipline and grievance procedures, succession planning)</li> <li>• Objective setting, managing appraisals, release (processes, timetable, standards)</li> <li>• Retention: impact, incentives, management of turnover</li> </ul>

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<b>Title</b>	<b>Strategic Marketing in the Tourism and Hospitality Industry</b>	
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	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
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"> <li>• Interface of and coherence between sales and marketing strategies with others</li> <li>• Market and customer profiles and sources of information</li> <li>• Organisational values eg green, fair trade and their impact on marketing etc</li> <li>• Transactional, relationship, network marketing</li> <li>• International influences on marketing intentions</li> </ul>
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"> <li>• Marketing communications</li> <li>• Use of media to reach different target customers (inc. social media and e-marketing)</li> <li>• Practical application of branding</li> <li>• Market positioning</li> <li>• USPs</li> <li>• Response measurement</li> <li>• Market penetration</li> </ul>
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"> <li>• Strategic implications of new product development (NPD)</li> <li>• Strategic analytical techniques</li> <li>• Competitor analysis</li> <li>• Short and long term strategic priorities</li> <li>• Constraints within the market</li> <li>• Production requirements</li> <li>• Quality</li> <li>• Distribution</li> <li>• Strategic alliances, joint ventures, partnerships, partnering arrangements,</li> </ul>

		<p>MoUs, Service Level Agreements (SLAs)</p> <ul style="list-style-type: none"> <li>• Negotiation techniques</li> <li>• Incentives, rewards and disincentives</li> </ul>
<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"> <li>• Product lifecycle</li> <li>• Ideas generation ('Fuzzy front end')</li> <li>• Setting screening criteria</li> <li>• Product design</li> <li>• Market analysis</li> <li>• Market testing and choice modelling</li> <li>• Intellectual Property</li> <li>• Pricing products and/or services</li> <li>• Product costs (fixed and variable)</li> <li>• Forecasting unit volumes, revenue and profit</li> <li>• Impact of new product on the portfolio</li> </ul>
<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"> <li>• Purposes and components</li> <li>• Environmental analysis (macro – PESTLE; micro – Porter's 5 Forces)</li> <li>• Trend analysis (time series, moving averages, seasonal variations)</li> <li>• Stakeholders: identification, needs, Mendelow power/interest model to prioritise stakeholders</li> <li>• Corporate, functional and operational objectives and plans</li> <li>• Resource allocation principles, resources &amp; competences review (Grant)</li> <li>• Consultation processes</li> </ul>

<b>Title</b>	<b>Customer Relationship Management in the Tourism and Hospitality Industry</b>	
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	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
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"> <li>• Sources of customer information</li> <li>• Buying cycle</li> <li>• Customer expectations, wants and needs</li> <li>• Legal aspects of selling and their implications</li> <li>• After sales care</li> <li>• Measures of customer satisfaction</li> <li>• Forms of publishing customer standards (Charters, policies, publications, receipts, guarantees, warranties etc)</li> <li>• Stakeholders and their needs</li> </ul>
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"> <li>• Customer Relationship Management (CRM)</li> <li>• Allocating resources to CRM activities</li> <li>• CRM-related legal issues</li> <li>• Customer service and the implications of CRM</li> <li>• Customer information: preferred products/services, buying trends</li> <li>• CRM design issues and challenges</li> <li>• Key account management</li> <li>• Training issues</li> <li>• Procurement implications</li> </ul>

<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"> <li>• In-house and outsourced evaluation</li> <li>• Evaluation criteria</li> <li>• Sampling</li> <li>• Methods of evaluating customer service (eg questionnaire, taped conversations, observation, focus groups, interviews etc)</li> <li>• Interactive customer evaluation (ICE)</li> <li>• Budgetary implications</li> <li>• Analytical techniques</li> <li>• Quality, service and training implications</li> </ul>
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<b>Title</b>	<b>Contemporary Issues in the Tourism and Hospitality Industry</b>	
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	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
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"> <li>• The industry in the 21<sup>st</sup> century</li> <li>• Internal and external sources of information</li> <li>• Systems thinking</li> <li>• Analytical techniques and scenario modelling</li> <li>• Customers' changing lifestyles and expectations</li> <li>• Technological developments</li> <li>• Green issues, demographics and market trends</li> <li>• Environmental issues eg foot and mouth, ash clouds</li> <li>• Globalisation</li> <li>• Speed of bookings, express checkouts</li> <li>• Loyalty schemes</li> <li>• Tailoring services to customer preferences</li> <li>• Economic and political considerations</li> <li>• Franchises and outlets</li> <li>• National and international business issues (eg political, economic, climate change)</li> <li>• Corporate Social Responsibility (CSR) and ethics in business</li> </ul>
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 may affect a business (eg	<ul style="list-style-type: none"> <li>• Risk analysis and risk control</li> <li>• Diversification opportunities and their implications</li> <li>• Business continuity</li> <li>• Contingency planning</li> <li>• Change management</li> <li>• Crisis management</li> <li>• Knowledge management</li> </ul>

	<p>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"> <li>• Role of project teams</li> </ul>
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<b>Title</b>	<b>Tour Operations Management</b>	
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	
Unit Code	TOM	
Level	5	
Credit value	30	
GLH	120	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
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 global market for tour operations	1.1 Identify the characteristics of the global tour operations market 1.2 Develop tour concepts, ideas and criteria that align with organisational objectives and priorities and identified market needs	<ul style="list-style-type: none"> <li>• Scoping the global market (customers, localities, activities)</li> <li>• Major tourism destinations</li> <li>• Global market segmentation</li> <li>• Business and leisure requirements</li> <li>• Seasonal considerations</li> <li>• Strategic alliances (hotels, airlines)</li> <li>• Quality requirements</li> </ul>
2 Compile an international tour	2.1 Develop a tour that meets objectives and the specification 2.2 Evaluate a range of destinations against agreed criteria 2.3 Evaluate the benefits and risks associated with different types of tours 2.4 Set a pricing structure that is realistic and attractive to identified potential customers 2.5 Negotiate partnerships and alliances that will deliver requirements to agreed quality standards within budget 2.6 Develop contingency management processes that are appropriate to the nature of the tour	<ul style="list-style-type: none"> <li>• Objectives and specifications of a tour</li> <li>• New and known destinations</li> <li>• Factors affecting customers' choices: political and economic stability; activities, climate, entertainment; culture etc</li> <li>• Pricing structures (inc. seasonal factors, quality, transport, visa, currency valuations, fee requirements, discounts and deals)</li> <li>• Selling price and profit margins</li> <li>• Add-ons and supplements</li> <li>• Methods of costing</li> <li>• Transport and accommodation</li> <li>• Attractions and visits</li> <li>• Ideas and concepts: package, independent using low cost airlines, skiing, short breaks, cruising, camping,</li> </ul>

		<p>fly-drive</p> <ul style="list-style-type: none"> <li>• Passport and visa requirements</li> <li>• Booking conditions</li> <li>• Contingency planning</li> <li>• Nature of risks</li> </ul>
3 Market international tours	<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"> <li>• Direct and indirect marketing</li> <li>• Brochures, websites, advertising, mailshots, cold calling etc</li> <li>• Commission, incentives and branding considerations</li> <li>• Subcontracting/outsourcing</li> </ul>
4 Understand the legal framework within international tour operations	<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"> <li>• The national legal framework inc. Data Protection Act, Trade Descriptions Act, Consumer Protection Act, Package Holidays Regulations</li> <li>• International legal considerations</li> <li>• Public liability, professional indemnity, employee liability</li> <li>• Role and influences of international organisations such as CAA, ABTA, AITO and their codes of conduct</li> <li>• Role of Consulates, Embassies, High Commissions and other authorities</li> </ul>

## CTH Level 5 Advanced Diploma in Tourism Management Qualification Specification

<b>Title</b>	<b>Sustainable Tourism and Destination Development</b>	
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	
Unit Code	STDD	
Level	5	
Credit value	30	
GLH	120	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	<b>Indicative content</b>
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 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"> <li>• Definition and scope of “sustainability” and “sustainable tourism”</li> <li>• Trends in sustainable tourism</li> <li>• Tourism activities that involve natural resources, man made resources, culture and heritage</li> <li>• Mass and alternative tourism, special interest, hard and soft adventure tourism, responsible tourism, green and eco tourism</li> <li>• Tourism and transport controls and limitations</li> </ul>
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"> <li>• Definitions and theories of sustainable destination development</li> <li>• Sustainable destination audits</li> <li>• Strategic planning in context of sustainable destination development</li> <li>• Effects of globalisation</li> <li>• Multinationals</li> <li>• Conservation protection</li> <li>• Pollution, erosion, congestion, danger to flora and fauna</li> <li>• Communities, authenticity, indigenous populations, conflicting stakeholders, Doxey Irridex, hosts and guest relations</li> <li>• Public and private sector involvement</li> </ul>

<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"> <li>• Influencing factors</li> <li>• Holistic approach and its implications for branding and image</li> <li>• Zoning, ceiling tourist numbers, World Heritage Sites, World bank, UNESCO, UNWTO, areas of outstanding natural beauty</li> <li>• Corporate social responsibilities (CSR), ethics, product differentiation, marketing environmental issues</li> <li>• Controls to protect and preserve</li> </ul>
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**APPENDIX A – SPECIMEN ASSESSMENT MATERIALS**

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1. Mock examination
2. Sample assignment

**Contemporary Issues in the Tourism and  
Hospitality Industry  
(J/504/4424)**

<b>Assessment methodology</b>
Closed book written examination

# CITHI

## Contemporary Issues in the Tourism and Hospitality Industry

### Mock Examination

#### Instructions

- **Three hours** are allowed for this paper which carries a total of **100 marks**
- 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.
- **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 question part.
- The answer booklet and the question paper must both be handed in to the invigilator before you leave the examination room.

#### CITHI EXAMINATION RECORD

The Learning outcomes and assessment criteria for the Contemporary Issues 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 students achieved the following:

**Learning Outcome 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

**Learning Outcome 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 may affect a business (eg strategic, financial, operational, environmental, political, technological, reputation, ethical customer reaction, consumer rights) in the short and long term
2.5	Analyse the potential implications of emerging issues and the possible consequences of non-action
2.6	Assess the role of a project team in addressing emerging issues
2.7	Evaluate the role of knowledge management in addressing emerging issues

**All questions are compulsory and carry a total of 100 marks**

<b>Question 1</b>	<p>Being prepared to deal with emerging issues that may affect tourism and hospitality industries will help organisations to be successful. Give an example of an emerging issue to support your answer.</p> <ul style="list-style-type: none"> <li>• Apply accepted analytical techniques, including the use of systems thinking, to identify an emerging issue that will affect either a hospitality or tourism organisation</li> <li>• Assess and evaluate the relevant sources of information that can be employed</li> <li>• Explain in detail how media information can be used and how reliable and valid that information can be</li> <li>• Evaluate the roles of ethics and social responsibility in identifying emerging issues.</li> </ul>	<b>LO 1</b>
		<b>40 marks</b>
<b>Question 2</b>	<p>For <b>two</b> emerging issues affecting the tourism and hospitality industry evaluate the following:</p> <ul style="list-style-type: none"> <li>• How relevant and potentially serious are the issues?</li> <li>• Who would be affected by these emerging issues and in what way?</li> <li>• The attitudes of those stakeholders who would be affected by the emerging issues.</li> </ul>	<b>LO 2</b>
		<b>20 marks</b>
<b>Question 3</b>	<p>For a tourism or hospitality business of your choice:</p> <ul style="list-style-type: none"> <li>• Identify <b>two</b> emerging issues and how they could affect the business in both the short and long term.</li> <li>• Analyse the potential implications of these emerging issues on the business</li> <li>• Identify how non-action would affect the business</li> <li>• Assess how a project team could address emerging issues</li> <li>• Evaluate the function of knowledge management in addressing emerging issues</li> </ul>	<b>LO 2</b>
		<b>40 marks</b>

## **Tour Operation Management (J/504/4455)**

<b>Assessment methodology</b>
Assignment

<b>Unit title</b>	<b>Tour Operations Management</b>
<b>Ofqual no.</b>	<b>J/504/4455</b>
<b>Credit value</b>	<b>30</b>
<b>Level</b>	<b>5</b>
<b>Unit Code</b>	<b>TOM</b>

This unit may be assessed by assignment.

### **Assignment instructions**

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

Assignments must:

- include evidence that shows that the student meets all the Learning Outcomes and Assessment Criteria of the unit;
- include a brief introduction to the assignment;
- include an analysis and evaluation of the topic they discuss and facts should be used to support conclusions and recommendations;
- make clear connections between theory and practice;
- provide a demonstration of the practical application of theory in the workplace;
- cite references in accordance with the Harvard System;
- be presented in report format;
- be within 10% 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.

## **Assessment task – Tour Operations Management**

### **Outline**

Students are required to show an understanding of the tour operations industry and prepare a 4,000 word report to include the characteristics of the global market for tour operations; an example of an international tour taking into consideration objectives, specifications, pricing structures and customer choices; how to market international tours and the implications of the legal framework within international tour operations.

The following area should be evaluated in detail supported by examples:

#### The global market for tour operations

- Identify the characteristics of the global tour operations market
- Develop tour concepts, ideas and criteria that align with organisational objectives and priorities and identified market needs.

#### Compiling an international tour

- Develop a tour that meets objectives and the specification
- Evaluate a range of destinations against agreed criteria
- Evaluate the benefits and risks associated with different types of tours
- Set a pricing structure that is realistic and attractive to identified potential customers
- Negotiate partnerships and alliances that will deliver requirements to agreed quality standards within budget
- Develop contingency management processes that are appropriate to the nature of the tour

#### Marketing international tours

- Specify marketing methods appropriate to the target market
- Negotiate mechanisms and outlets for the sale of international tours that are appropriate to the target market
- Manage the sale of international tours to agreed quality standards and budgets.

#### Understanding the legal framework within international tour operations

- Assess the impact of current legislation on tour operators
- Explain the rights of customers and travellers
- Assess insurance requirements and the need for financial protection
- Analyse the impact of consumer rights on tour operators
- Analyse the influence of stakeholders and explain the role of government authorities overseas

Students should demonstrate application of theory and knowledge and ensure they have addressed the assessment criteria outlined in the following tables.

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

<b>Task instructions</b>		
<b>Task – Tour Operations Management – 100%</b>		
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 Identify the characteristics of the global tour operations market and develop tour concepts, ideas and criteria that meet identified needs	LO1, 1.1, 1.2	20
2 Develop a tour that meets agreed objectives, evaluate a range of destinations, evaluate the benefits and risks of different types of tours, set realistic pricing structures, negotiate partnerships and alliances to agreed standards and develop suitable contingency management processes	LO2, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6	25
3 Specify appropriate marketing methods for the target market, negotiate sales mechanisms and outlets and manage the sale of international tours to agreed standards and budgets	LO3, 3.1, 3.2, 3.3	25
4 Assess the impact of legislation on tour operations, explain the rights of customers and travellers, assess the requirements for insurance and financial protection, analyse the impact of consumer rights on tour operators and analyse the influence of stakeholders and the role of government authorities overseas	LO 4, 4.1, 4.2, 4.3, 4.4	30
<b>The word count is 4,000 words</b>		

**CTH Assignment check list – Tour Operations Management**

<b>DOCUMENTS TO ATTACH TO MARK SHEET. Please indicate below if the following documents are attached.</b>	<b>YES</b>	<b>NO</b>
Note: all documents should contain the Student ID number, unit title and date of submission clearly on all pages.		
Front cover page of project with student and tutor declaration		
Written project report (one hard copy and one electronic copy)		
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 – Tour Operation Management**

<b>Student name:</b>		<b>CTH Number:</b>	
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<b>Task 1: Understand the global market for tour operations - 20%</b>		Weighting	Internal marking			CTH
Task / Assessment Criteria	Comments		1 <sup>st</sup> marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
1.1 Identify the characteristics of the global tour operations market 1.2 Develop tour concepts, ideas and criteria that align with organisational objectives and priorities and identified market needs		20				

<b>Task 2: Compile and international tour - 25%</b>		Weighting	Internal marking			CTH
Task / Assessment Criteria	Comments		1 <sup>st</sup> marker (marks)	Internal verifier I/V	Agreed mark	CTH final mark
2.1 Develop a tour that meets objectives and the specification 2.2 Evaluate a range of destinations against agreed criteria 2.3 Evaluate the benefits and risks associated with different types of tour 2.4 Set a Pricing structure that is realistic and attractive to identified potential customers 2.5 Negotiate partnerships and alliances that will deliver requirements to agreed quality standards within budget 2.6 Develop contingency management processes that are appropriate to the nature of the tour		25				

<b>Task 3: Market international tours - 25%</b>		<b>Weighting</b>	<b>Internal marking</b>			<b>CTH</b>
<b>Task / Assessment Criteria</b>	<b>Comments</b>		<b>1<sup>st</sup> marker (marks)</b>	<b>Internal verifier I/V</b>	<b>Agreed mark</b>	<b>CTH final mark</b>
3.1 Specify marketing methods appropriate to the target market 3.2 Negotiate mechanisms and outlets for the sale of international tours that are appropriate to the target market 3.3 Manage the sale of international tours to the agreed quality standards and budgets		25				

<b>Task 4: Understand the legal framework within international tour operations - 30%</b>		<b>Weighting</b>	<b>Internal marking</b>			<b>CTH</b>
<b>Task / Assessment Criteria</b>	<b>Comments</b>		<b>1<sup>st</sup> marker (marks)</b>	<b>Internal verifier I/V</b>	<b>Agreed mark</b>	<b>CTH final mark</b>
4.1 Impact of legislation 4.2 Rights of customers and travellers 4.3 Insurance and financial protection 4.4 Impact of consumer rights on tour operators 4.5 influence of stakeholders and the role of government authorities overseas		30				

**CTH assignment mark sheet**

<b>Student name</b>					
<b>CTH number</b>					
	<b>Total available marks</b>	<b>1<sup>st</sup> marker (marks)</b>	<b>Internal verifier I/V (marks)</b>	<b>Agreed mark</b>	<b>CTH final mark</b>
<b>Task 1</b>	20				
<b>Task 2</b>	25				
<b>Task 3</b>	25				
<b>Task 4</b>	30				
<b>Total Marks</b>	100				

**CTH assignment mark sheet – Tour Operation Management**

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:.....

**CTH Unit Assignment Feedback Form**

<b>Unit name</b>	
<b>Student name and CTH number</b>	
<b>I/V name and signature</b>	

<b>CRITERIA</b>	<b>SUB-CRITERIA</b>
<b>Organisation</b>	Structure
	Layout
<b>Knowledge and understanding</b> (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
<b>Application</b> (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

<b>Originality</b> (ability to reflect critically on relevant knowledge and methods and to develop clear original arguments)	Creativity and originality		
<b>General Comments</b>			
<b>Agreed Centre mark</b>		<b>Final mark</b>	

## APPENDIX B – RECOMMENDED READING

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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

### **Tour operations management**

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

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

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

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

### **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. London: Sage. *Understanding Tourism: A critical introduction*.

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

Weaver, D. 2006. Oxford: Butterworth-Heinemann. Sustainable Tourism: Theory and Practice.

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

**Also see research work published in the following academic journals:**

Tourism Geographies  
Current Issues in Tourism  
Journal of Sustainable Tourism