LEVEL 6 PROFESSIONAL DIPLOMA IN HOSPITALITY AND EVENT MANAGEMENT (OFQUAL - 600/7759/1)

QUALIFICATION SPECIFICATION

DECEMBER 2017

CONTENTS

CTH Level 6 Professional Diploma in Hospitality and Event Management
Qualification Specification

INTRODUCTION

The purpose of this document is to explain the aims, structure, and content of the Level 6 Professional Diploma in Hospitality and Event Management. The qualification was developed as a bespoke qualification in conjunction with ES Hotel Schools for their sole use.

This document includes the learning outcomes and assessment criteria for each unit. In this document, there is guidance relating to accreditation, assessment and grading and details of how to contact CTH.

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.

Access and Entry Requirements

Approved CTH Centres within the ES Hotel group are responsible for checking applications against the following admission requirements and ensuring students can fulfil the demands of, and successfully complete the qualification, prior to admission and enrolment.

Learners must have, or be given support by centres to acquire academic study skills at degree level for this qualification, and directed independent learning guidance and support.

The qualification is at the same level as the final year of a UK undergraduate degree.

Requirement for:		Admission requirements
All students	**Minimum age**	19 at enrolment.
	English Language	All students without English as a first language must hold at least IELTS 5.5 or other evidence of competence in English at this level. The course is taught in English and requires students to study independently outside taught sessions and read around the subject from books and other academic sources.
	Study skills	The qualification is assessed only in English by assignments and examinations; high level language and academic study skills including academic referencing (Harvard style) and criticality are essential, or must be gained via support from centres.
UK students		Students must hold a regulated academic or vocational qualification at Level 5 in a related subject (Tourism or Hospitality), including CTH Level 5 Advanced Diploma or a HND.
Or **International students**		Students should hold a regulated academic or vocational qualification equivalent to a UK Level 5, for example a CTH Level 4 Diploma, or recognised Chinese 3-year Diploma. Equivalence to be evaluated through NARIC.
Or **Work experience** **applicants**		Evidence, including detailed CV and employer reference/s confirming roles and responsibilities, of at least four years' work experience in the hospitality and/or tourism industry which must include two years at a recognised management level. Education as for Level 5 is preferred.

Academic Progression

Students wishing to 'top-up' their CTH Level 6 qualification to a UK Bachelor's degree in Tourism and Hospitality or a related subject should normally have achieved a Merit profile in this qualification and have IELTS 6.0 when applying.

The level 6 qualification provides progression to a level 7 CTH vocational qualification.

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

Accreditation Requirements

Accreditation

Prospective Centres should apply for approval as an accredited CTH Centre in order to deliver this qualification. Please see the 'Contact CTH' page at the end of this specification for advice on the CTH accreditation process, or wish to discuss your curriculum requirements.

The CTH accreditation committee will considers applications from centres against a set of criteria, including the availability of suitable teaching accommodation and staffing, experience of delivering qualifications at a similar level and evidence of expertise in academically-related areas including planning the delivery of courses leading to regulated qualifications, quality assurance and preventing malpractice. A skype conversation with CTH academic and quality staff will form part of the initial accreditation application process

Teaching Rooms
Suitable teaching rooms and IT facilities should be available to students. Accommodation and equipment used for the delivery of the qualification must comply with the relevant legislation relating to Health & Safety.

The approved Centre should ideally also provide an appropriate area and facilities for student relaxation and recreation.

Centre Staffing

Staff delivering this qualification must be able to demonstrate that they meet the following requirements:
- Be occupationally competent or technically knowledgeable in the area for which they are teaching
- Have recent relevant experience in the specific area that they will be assessing or verifying
- Hold a teaching qualification as well as a relevant degree.

CTH will review the CV's of all teaching staff when a potential Centre seeks approval to deliver the qualification.

Continuing Professional Development

Centres must support their staff to ensure that they have current knowledge of the occupational area, and that delivery, assessment and internal verification is in line with current good practice and takes into consideration relevant international regulatory requirements.

CTH Support

CTH training

New CTH centres are eligible for free training (delivered online in most cases) to help them prepare, then deliver their courses leading to CTH qualifications.

CTH also offers training for Internal Verifiers, and for teaching staff who may be delivering a unit for the first time.

CTH Members Website and resources

Students become CTH Student members when they register for CTH qualifications, and have access to the CTH Members website, as well as a lapel pin and membership badge. The Members website resource is available for both Centre teaching staff and students and contains a wealth of resources. Students can access our online resource library including relevant e-books and journals from EBSCO. Teaching staff can download teaching materials including the CTH Learning Toolkits per unit as well as subject specific PowerPoint slides, past exam papers and assessments and examiner reports.

Assessment opportunities

CTH offer up to five assessment opportunities each year, with associated Exam Boards and Certification. Contact CTH or see the CTH website for more details.

Assessment responsibilities

CTH set and distribute all assessments to centres where learners have been registered.
- For assignments, Centres are responsible for marking and internal verification.   Student assignments, signed student declarations and progress tutorial reports are sent electronically to CTH, who then moderate student work.
- All examination scripts are returned to CTH for marking and moderation.

Qualification Level, Size and Structure

The CTH Level 6 Professional Diploma in Hospitality and Event Management is a vocationally related qualification on the UK's Regulated Qualification Framework (RQF) and adheres to the Ofqual requirements for assigning a level to a regulated qualification. These requirements and standard Level Descriptors are contained in an Ofqual publication Ofqual/15/5774, Qualification and Component Levels, available via gov.uk. The document URL is:
https://www.gov.uk/government/publications/qualication-and-component-levels

Qualification size

The qualification is designed to be delivered in 1,250 hours of TQT (Total Qualification Time) of which **460** are Guided Learning Hours (GLH). TQT is the total amount of time, in hours, expected to be spent by a student to achieve a qualification.

Definitions

- **Guided Learning Hours – GLH**
  This is the amount of time the average student is expected to spend in supervised learning and practice, but may vary by student.

- **Total Qualification Time – TQT**
  TQT is made up of Guided Learning Hours plus all other time taken in preparation, study or any form of participation in education and training but not under the direct supervision of a lecturer or tutor.

The following activities are indicative of those included in TQT:

- Guided Learning (GLH) when the lecturer is present, e.g. formal classes, lecturers, seminars, tutorials, supervised assessment (e.g. exams or observed practice)

- Independent and unsupervised learning or research

- Unsupervised coursework, or directed activity

- Watching pre-recorded webinars or podcasts

- Work placement, self-study, visits to hospitality or tourism outlets, revision and time spent on written assignments.

Students completing this qualification should be able to demonstrate their ability as independent learners.

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 6 and designed to be 125 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 530 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; please note all units are mandatory.

Level 6 Professional Diploma in Hospitality and Event Management QAN: 60077591						
Students must achieve all 5 mandatory units, providing a combined 125 credits: **75 at level 5; 50 at level 6; 30 at level 7**						
Credit value (CV): 125						
Guided Learning Hours (GLH) for Qualification: 460		Total Qualification Time (TQT) for Qualification: 1250				
Mandatory units						
Unit Code	**Unit Title**	**L**	**CV**	**GLH**	**Ofqual no.**	**Assessment Method**
HRMTHI	Human resource management in the tourism and hospitality industry	5	20	60	T/504/4421	Assignment
BSHT	Business Strategy for Hospitality and Tourism	6	25	105	T/503/6111	Assignment
MEHT	Managing Events for Hospitality and Tourism	6	25	105	A/503/6112	Assignment
MHTP	Managing Hospitality and Tourism Projects	7	30	90	J/504/4956	Assignment
FAOMTHI	Financial analysis for operational management in the tourism and hospitality industry	5	25	100	R/504/4488	Closed book written exam
Diploma Total (5 units)			125	460		

Assessment Information

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 for this qualification will be carried out by written assignment and a closed book written examination. 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.

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 qualification comprises of units at levels 5, 6 and 7. The following tables explain the generic grading criteria at each of these levels that should be used by centres in conjunction with the unit mark sheets to assess all students' work.

Level 5 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	• meet the requirements of the assessment criteria and learning outcomes	• 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	• 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

Level 6 Grading Criteria

Level 6	Students who fail:	To achieve a pass, students must:	To achieve a merit grade (60% to 79%) students must:	To achieve a distinction grade (80%+) students must:
	• have major weaknesses or have not fulfilled the CTH academic regulations	• meet the requirements of the assessment criteria and learning outcomes	• meet the requirements of the assessment criteria and learning outcomes • demonstrate evidence of critical analysis to evaluate principles and concepts in the area of study • evaluate complex information and resolves conflicting information and situations • apply theories, principles and concepts to the area of study to provide insight into complex or conflicting information or situations • develop coherent and credible arguments justified from a wide range of academic research. • question assumptions, inconsistencies and areas of doubt within the field of study. • use tried and tested approaches to problem solving to create practicable solutions • use a wide range of academic research sources and theories to justify recommendations • present work that is articulate and professionally presented in conformity with agreed conventions, including Harvard Style Academic Referencing	• meet the requirements of the assessment criteria and learning outcomes • apply theories, principles and concepts beyond the area of study to create innovation insights into complex or conflicting information or situations • evaluate the implications of actions, methods and results and their consequences • make rational and substantiated judgements in complex and unpredictable contexts within the field of study • use a wide range of academic research sources and theories to justify recommendations • reconcile uncertainties and ambiguities in the area of study • adapt and synthesise different approaches to problem solving to create innovative insights and solutions • present work that is persuasively argued and professionally presented in conformity with agreed conventions, including Harvard Style Academic Referencing

Level 7 Grading Criteria

Level 7	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	• meet the requirements of the assessment criteria and learning outcomes	• meet the requirements of the assessment criteria and learning outcomes • exhibit good critical analysis and evaluation • exhibit good understanding of current research, knowledge and issues in the area of study • demonstrate significant originality with very clear ideas • apply theories, principles and concepts beyond the area of study to create insights into complex or conflicting information or situations • show a high level of coherence and logic in drawing conclusions • make substantiated judgements and recommendations in a complex field of study • apply a comprehensive understanding and application of research techniques • make well formulated and fully justified conclusions	• meet the requirements of the assessment criteria and learning outcomes • exhibit high level of critical analysis and evaluation • apply a broad and deep understanding of current research, knowledge and issues in the area of study • exhibit highly original thinking • apply theories, principles and concepts beyond the area of study to create original insights into complex or conflicting information or situations • demonstrate exceptional clarity of complex ideas with excellent coherence and logic in drawing conclusions • make substantiated judgements and recommendations in a complex field of study • apply critical understanding and application of research techniques • make very clearly formulated and fully justified conclusions that are clearly communicated

Qualification Units

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
Level	5
Credit value (CV)	20
Guided Learning Hours (GLH)	60
Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria 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	1.1 Analyse the functions of people management and distinguish between leaders and managers 1.2 Identify the respective roles and responsibilities of line managers and the HR function 1.3 Define the personal qualities and managerial skills that are capable of influencing staff behaviour positively 1.4 Explain the links between staff motivation and business performance 1.5 Evaluate the costs and benefits of staff training and development 1.6 Ensure that operational policies and practices are aligned with strategic HR policies
2 Lead teams in the tourism and hospitality industry	2.1 Communicate expectations and requirements unequivocally 2.2 Lead by example, exhibiting organisational standards of presentation, behaviour and performance 2.3 Arrange for suitable training that meets identified development needs to maximise business benefit 2.4 Deal promptly with problems and underperformance, giving objective and constructive feedback 2.5 Identify and manage conflict sensitively but firmly
3 Develop human resources policies in the tourism and hospitality industry	3.1 Develop HR strategy and systems to implement policies that are consistent with operational priorities, objectives and values 3.2 Manage HR processes in accordance with organisational policy 3.3 Deploy human resources in order to optimise business performance, individual staff satisfaction and retention 3.4 Evaluate the effectiveness of HR policies and processes and recommend improvements

Title	Business Strategy for Hospitality and Tourism
Unit purpose and aim(s)	BSHT This unit aims to introduce students to the development of strategy for a Hospitality or Tourism Organisation that creates competitive advantage and long term sustainable growth for the business. Students will be able to identify and critically evaluate the issues facing a Hospitality or Tourism Organisation when implementing a strategic plan and apply a range of methods and tools to assist with strategic implementation.
Ofqual ref	T/503/6111
Level	6
Credit value (CV)	25
Guided Learning Hours (GLH)	105
Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:
1. Analyse the impact of the business environment on the success of an organisation	1.1 Critically analyse the internal business environment for a Hospitality and Tourism Organisation 1.2 Critically analyse the external business environment for a Hospitality and Tourism Organisation
2. Develop a strategic plan for a Hospitality and Tourism Organisation	2.1 Critically evaluate options for strategic growth for a Hospitality and Tourism Organisation 2.2 Identify and critically evaluate the strategic options for gaining competitive advantage 2.3 Make justified recommendations as to the strategic direction for a Hospitality and Tourism Organisation 2.4 Prepare an outline strategic plan based on a critical analysis of the strategic environment and strategic options facing a Hospitality and Tourism Organisation
3. Develop a strategic implementation plan	3.1 Assess the role of integrated operational plans in implementing business strategy 3.2 Evaluate the factors that may affect the implementation of a Hospitality or Tourism Organisations strategy 3.3 Develop a communications plan to assist the implementation of strategy 3.4 Assess the use of targets and budgets as a form of control when implementing strategic plans

Title	Managing Events for Hospitality and Tourism
Unit purpose and aim(s)	Students will develop an understanding of the event industry and the unique aspects of managing events. Students will develop the ability to apply operational and service quality management techniques to event management and make improvements to the event management process that will enhance the customer experience.
Ofqual ref	A/503/6112
Level	6
Credit value (CV)	25
Guided Learning Hours (GLH)	105
Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:
1. Critically evaluate the issues involved in managing events for Hospitality and Tourism	1.1 Appraise the size, nature and structure of the event industry 1.2 Analyse the complexities of event management
2. Develop plans for managing events for the Hospitality and Tourism industry	2.1 Critically evaluate event management processes 2.2 Critically analyse the integration of operations management theory within the context of event management 2.3 Critically analyse the integration of service quality theory and application within events management

Title	Managing Hospitality and Tourism Projects
Unit purpose and aim(s)	This unit covers critically evaluating the theories, concepts and tools relating to project management and decision making as well as defining a specific project for a hospitality and tourism organisation.
Ofqual ref	J/504/4956
Level	7
Credit value (CV)	30
Guided Learning Hours (GLH)	90
Learning outcomes When awarded credit for this unit, a student will:	Assessment criteria Assessment of this learning outcome will require a student to demonstrate that they can:
1 Critically evaluate the theories, concepts and tools relating to project management and decision making for a hospitality or tourism organisation.	1.1 Assess a range of tools for use in managing a hospitality or tourism project. 1.2 Critically evaluate the concepts of project management and decision making within a hospitality or tourism context.
2 Define a specific project for a hospitality and tourism organisation.	2.1 Compare and contrast the challenges posed by different types of hospitality or tourism projects. 2.2 Use research techniques to identify different project options for hospitality or tourism organisations. 2.3 Define and justify a hospitality or tourism project. 2.4 Evaluate different approaches to managing the project within a hospitality or tourism context. 2.5 Recommend and justify a project management approach.
3 Develop a project plan.	3.1 Formulate quantifiable and justifiable project aims and objectives. 3.2 Evaluate the resource and organisational issues and specify requirements associated with the project. 3.3 Identify the impact of not implementing a project for a hospitality or tourism organisation. 3.4 Formulate a project plan for a hospitality or tourism organisation. 3.5 Evaluate the risks to a project plan for a hospitality or tourism organisation. 3.6 Develop quantifiable measures to minimise and control risk during the implementation of a project. 3.7 Evaluate project performance.

Title	Financial Analysis for Operational Management in the Tourism and Hospitality Industry
Unit purpose and aim(s)	This unit covers interpreting statutory and non-statutory financial statements in the hospitality industry; identifying business performance strengths and weaknesses from an analysis of financial ratios; analysis organisational cash flows, budgets and balance sheets and understanding the principles of the appraisal of capital investment and business processes
Ofqual ref	R/504/4488
Level	5
Credit value (CV)	25
Guided Learning Hours (GLH)	100
Learning outcomes When awarded credit for this unit, a learner will:	Assessment criteria Assessment of this learning outcome will require a learner to demonstrate that they can:
1 Interpret statutory and non-statutory financial statements in the hospitality industry	1.1 Identify trends in financial performance 1.2 Benchmark business performance against competitors and industry norms 1.3 Summarise critical financial information from financial statements 1.4 Identify business financial strengths and weaknesses 1.5 Assess the role of the Financial Services Authority (FSA) and auditors
2 Identify business performance strengths and weaknesses from an analysis of financial ratios in the tourism and hospitality industry	2.1 Explain the range of ratio analyses relevant to different management applications 2.2 Calculate performance measures using a range of ratio analyses 2.3 Analyse the usefulness and limitations of ratio analysis in financial decisions 2.4 Explain the implications of problems encountered in the analysis of a return of equity 2.5 Make and justify recommendations with evidence from ratio analysis
3 Analyse organisational cash flows, budgets and balance sheets in the tourism and hospitality industry	3.1 Evaluate the implications to an organisation of its cash flow 3.2 Evaluate the variance of an organisational cash flow forecast against current and historical performance and known projections 3.3 Appraise a master, individual and cash budget for an organisation and the likely causes of budget variance 3.4 Explain the role of dividends and drawings in preserving owner confidence 3.5 Assess the relationship with suppliers, creditors and debtors 3.6 Assess the likely impact of capital, revenue, expenditure, fixed and variable costs on a business
4 Understand the principles of the appraisal of capital investment and business processes in the tourism and hospitality industry	4.1 Assess the role of capital in a business and capital investment evaluation 4.2 Evaluate a capital investment project using a range of methods 4.3 Justify capital investment recommendations in terms of their likely contribution to strategic objectives 4.4 Evaluate the effectiveness of business processes in terms of their likely contribution to strategic objectives 4.5 Prepare forecasts from analyses of financial and performance data

APENDIX A – SPECIMEN ASSESSMENT MATERIALS

1. **Assessment type**: Written examination

   Unit: Financial analysis for operational management in the tourism and hospitality industry

   Unit ref: R/504/4488

2. **Assessment type**: Assignment

   Unit: Human Resources Management in the Tourism and Hospitality Industry

   Unit ref: F/504/4424

Assessment type: Written examination

Unit: Financial analysis for operational management in the tourism and hospitality industry

Unit ref: R/504/4488

Financial analysis for operational management in the tourism and hospitality industry
(Level 5)

Sample written examination

Instructions

- **Three hours** are allowed for this paper
- 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**
- **Three hours** are allowed for this paper which carries a total of **100 marks**
- You are advised to spend 45 **minutes on each question.**
- You must attempt all questions to gain a pass. The number of marks allocated to each part of a 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.

Question paper

Compulsory Section A

*Answer all questions in this section. This section carries a total of **40** marks.*

1. Explain the role and objectives of the Financial Services Authority (FSA) in a country of your choice.

    (5 Marks)

2. State the purpose of the statutory audit of financial statements and the primary beneficiaries of an audit report.

    (5 Marks)

3. Identify **three** ways accounting ratios are used in analysing the financial performance of organisations. Identify **one** of the key ratios in each of the following categories:
    - Profitability
    - Liquidity (5 Marks)

4. Define how the revenue per available room is calculated. State why this is an important calculation in the hospitality industry.

    (5 Marks)

5. Describe the main purposes of budgetary systems. Outline **three** different factors that have to be considered when setting budgets in the tourism and hospitality industry.

    (5 Marks)

6. State the features of both revenue expenditure and capital expenditure and explain how each type of spend is accounted for in the main financial reporting documents.

    (5 Marks)

7. Explain **three** factors that a company has to consider when determining whether to pay cash dividends to shareholders. Identify the benefits of making dividend payments and the risks of not making them.

    (5 Marks)

8. Describe one business analysis method and discuss the circumstances in which it could be used.

    (5 Marks)

Section A Total Marks: 40

Section B

*Answer any **3** questions in this section. Each question carries a total of **20** marks.*

Question 9

9.1 Bags for Travel Ltd is a distributor of luggage to retail stores. The company has been working with a manufacturer to design a cabin bag that meets the requirements of all the low cost airlines. They will commence trading with this new product on 1 April, and will employ one full time salesperson to build up the business, at a cost to the company of £24,000 per annum.

The salesperson will be supported by a part-time driver/administrator at a cost of £12,000 per annum. The marketing department forecasts the following sales for the first 6 months:

> Month 1 - 50 units
> Month 2 - 125 units
> Month 3 - 250 units
> Month 4 - 375 units
> Month 5 - 450 units
> Month 6 - 500 units

The cost of each unit purchased from the manufacturer will be £24. Distribution costs to retail stores will be an average of £3 per unit, incurred in the month of sale. Rental of storage space will cost £250 per month, payable in arrears.

Bags for Travel will sell the cabin bag to retailers for £35 per unit. Invoicing will take place on the last day of each month with payment due within 30 days.

It will be necessary to purchase initial stocks of 2,000 units, payable in month 1, and a van costing £8,000. A further 2,000 units will be purchased in month 5, payable in 30 days. To start the business, the existing management intends to open up a new bank account into which it will deposit £80,000.

  a) Draw up a month by month forecast of sales and income
  b) Draw up a month by month forecast of expenses
  c) Draw up a summary cash flow forecast for the first six months to 30 September

(12 Marks)

9.2 Calculate the impact on all **three** forecasts of a 15% reduction in sales.

(8 Marks)

Question 9 Total Marks: 20

Question 10

10.1 Caterquip Co started trading in 2002 selling equipment to the tourism and hospitality industry. The tables below show the Balance Sheet and Profit and Loss Account details for the last two years.

Statement of financial position (Balance Sheet) as at 31st December

	2012	2011
Fixed Assets		
Property, vehicles & equipment	286,143	129,805
Current Assets		
Stock	327,490	191,039
Trade debtors and other receivables	901,143	323,678
Cash	-	113
Total Current Assets	**1,228,633**	**514,830**
Total Assets	**1,514,776**	**644,635**
Equity		
Share Capital 50p shares	101,200	101,200
Retained earnings	175,124	83,788
	276,324	**184,988**
Long Term Liabilities		
10% Debentures	350,000	100,000
Current Liabilities		
Trade creditors and other payables	638,452	359,647
Bank overdraft	250,000	-
	888,452	**359,647**
Total Equity and Liabilities	**1,514,776**	**644,635**

Income statement (Profit & Loss Account) for the year ending 31st December

	2012	2011
Revenue	4,306,533	2,027,310
Cost of Sales	(3,289,702)	(1,503,999)
Gross Profit	**1,016,831**	**523,311**
Admin expenses	(817,330)	(379,637)
Operating profit	**199,501**	**143,674**
Finance costs	(40,000)	(11,000)
Profit before tax	**159,501**	**132,674**
Corporation tax	(68,220)	(43,536)
Profit for the period	**91,281**	**89,138**

Question 10 (Cont.)

Conduct a ratio analysis for each financial year to assess the profitability, liquidity, use of resources and financial position of Caterquip Co.

Gross profit %
Operating (net) profit %
Return on Capital Employed %
Earnings per share (pence)
Current ratio
Acid test (Quick) ratio
Inventory holding period (stock days)
Trade receivables period (debtor days)
Trade payables payment period (creditor days)
Gearing

Where applicable you should round your answers to 2 decimal places e.g. for example 18.494 would become 18.49 and 18.495 would become 18.50.

(10 Marks)

10.2 Evaluate the results of your ratio analysis and summarise the current state of financial health of Caterquip Co. Highlight the areas where action is required to reduce any trading risks you have identified.

(10 Marks)

Question 10 Total Marks: 20

Question 11

11.1 The partially completed table below shows the trading results for Greensward Hotel and Country Club for the last twelve months.

	Actual £s	Budget £s	Variance +/(-) £s	Last Year £s	Variance +/(-) £s
Room Revenue	**520,000**	**500,000**		**470,000**	
Room Profit	374,400	357,500		331,350	
Average Room Rate					
Rooms Sold	8,052	7,975		7,645	
Occupancy Rate	73.20%	72.50%		69.50%	
Restaurant Revenue	118,000	120,000		116,000	
Beverage Revenue	36,000	40,000		38,000	
Catering Revenue	210,000	225,000		220,000	
Total Food & Beverages Revenue					
Gift Shop Revenue	10,000	11,000		9,000	
Total Revenues					

a) Calculate the following for Actual, Budget and Last Year:
   - total food and beverage revenues
   - total revenues
   - average room rates

b) Calculate the £'s variances between Actual and Budget and Actual and Last Year against all headings.

(10 Marks)

11.2 Discuss the actual performance of Greensward Hotel and Country Club, including positive and adverse variances against both budget and last year, identifying operating departments that improved or did not improve. Suggest possible reasons for the variances, and outline what actions you would take to improve revenues and profitability next year.

(10 Marks)

Question 11 Total Marks: 20

Assessment type: Written assignment

Unit: Customer Relationship Management in the Tourism and Hospitality Industry

Unit ref: F/504/4424

Human Resource Management in the Tourism and Hospitality Industry

Sample assignment.

Assignment instructions

Students must base their assignments on their own working practice in their place of work or in an organisation of their choice. 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 and include a front cover page with the student's and tutor's declaration. Reports from two progress tutorials signed by tutor and student are also required by CTH.

Assignment task

Human resource management in the tourism and hospitality industry

Students are required to select an organisation and prepare a 4,000-word report discussing principles underpinning human resources management, leading of teams and human resources policies.

The organisation should be researched with particular reference to the following areas:

- Principles underpinning human resources management
- Leading of teams
- Development of Human Resources policies

Outline

Students are required to conduct relevant and adequate primary and secondary research on the chosen organisation. It would be helpful if the student could 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:

Principles underpinning human resources management by
- Analysing the functions of people management and distinguish between leaders and managers
- Identifying the respective roles and responsibilities of line managers and the HR function
- Defining the personal qualities and managerial skills that are capable of influencing staff behavior positively
- Explaining the links between staff motivation and business performance
- Evaluating the costs and benefits of staff training and development
- Ensuring that operational policies and practices are aligned with strategic HR policies

Leading teams by
- Communicating expectations and requirements unequivocally
- Leading by example, exhibiting organisational standards of presentation, behaviour and performance
- Arranging for suitable training that meets identified development needs to maximise business benefit
- Dealing promptly with problems and underperformance, giving objective and constructive feedback
- Identifying and managing conflict sensitively but firmly

Human resources policies

- Developing HR strategy and systems to implement policies that are consistent with operational priorities, objectives and values
- Managing HR processes in accordance with organisational policy
- Deploying human resources in order to optimise business performance, individual staff satisfaction and retention
- Evaluating the effectiveness of HR policies and processes and recommending improvements

Students should demonstrate the application of theory and knowledge to their chosen organisation 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 quoted.

CONTACT CTH

About CTH:

CTH, the Confederation of Tourism and Hospitality, is an Ofqual recognised Awarding Organisation established in 1982 specialising in gold standard qualifications for the hospitality, culinary, travel and tourism sectors.

CTH employs specialist staff with experience in these industries and links to current industry partners, as well as education or training experience. They are available to discuss your curriculum requirements or queries concerning this qualification.

In addition to our existing portfolio of qualifications currently available (included in Ofqual's Register of Regulated Qualifications), we can also offer individual unit qualifications, or discuss requirements for new qualifications suitable for local needs.

Location:

CTH offices are located in London's West End, opposite to Selfridges entrance in Duke Street. The address is 37 Duke Street, London W1U 1LN

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