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**CTH LEVEL 7  
EXECUTIVE DIPLOMA IN  
INTERNATIONAL  
HOTEL MANAGEMENT  
(QAN: 601/1506/3)**

**QUALIFICATION  
SPECIFICATION**

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**DECEMBER 2017**

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## Introduction

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The purpose of this qualification specification is to provide an overview of the CTH Level 7 Executive Diploma in International Hotel Management qualification. This is a bespoke qualification developed specifically for IMI.

This document includes the aim, size, structure and content including learning outcomes and assessment criteria for each unit, together with different types of sample assessments. There is guidance relating to the accreditation and assessment requirements for this qualification, and details of grading criteria and the grading of units. Further details regarding this qualification are available from CTH.

The aims are to provide a qualification that:

- provides students with an understanding of the Tourism and Hospitality Industry and of the key functions within the sector,
- 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

CTH accredited IMI centres must first assess all applicants to ensure they meet the admission requirements below, and are deemed able to meet the demands of the course. Prospective students must complete and send to CTH the mandatory CTH Level 7 application form with full supporting evidence, before any offer is made. CTH will consider the applications and evidence provided and inform centres of the admissions decision for each application.

Only students approved by CTH may be admitted and subsequently enrolled. Applications for CTH membership should then be submitted within 6 weeks of enrolment.

The qualification is at the same level as a UK university postgraduate/Master's degree. All learners are expected to have, or be given support by the Centre to acquire academic study skills at a postgraduate level for this qualification.

Requirement for:		Admission requirements
<b>All students</b>	<b>Minimum age</b>	24 at enrolment.
	<b>English Language</b>	All students without English as a first language must hold at least IELTS 6.0 or other evidence of competence in English at this level.
	<b>Study skills</b>	The course requires independent study and research outside the classroom, extensive reading around the subject and use of academic referencing (Harvard style) in written assignments.  Assessment is by written assignments and examinations; high level English language and academic study skills are essential
<b>UK students</b>		<ul style="list-style-type: none"> <li>• CTH Level 6 pro-Graduate Diploma, or</li> <li>• Bachelor's degree with Honours in hospitality, tourism or business management from a recognised UK university, or other recognised relevant qualification at Level 6.</li> </ul>
<b>Or International students</b>		<ul style="list-style-type: none"> <li>• CTH Level 6 pro-Graduate Diploma, or</li> <li>• Recognised degree in a relevant hospitality and/or tourism and/or business management subject, which must be equivalent to a UK Bachelor's degree with Honours.</li> </ul> Evidence of degrees or other recognised qualifications outside the UK should be evaluated through UK NARIC.
<b>Or Work experience applicants</b>		Evidence of at least five years' work experience at a managerial level in the hospitality and/or tourism industry. Precise details of this experience will be required including a detailed CV with the name/s of the organisation, employment dates, job titles and number and roles of staff directly managed and references.

Students wishing to 'top-up' their CTH Level 7 qualification to a UK Master's degree should usually have at least 2 years post-graduation work experience and IELTS 6.5 when applying.

## Accreditation Requirements

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### 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 consider 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

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### 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

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The CTH Level 7 Executive Diploma in International Hotel 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/qualification-and-component-levels>

### Qualification size

The qualification is designed to be delivered in 1,400 hours of TQT (Total Qualification Time) of which 420 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.

# Level 7 Executive Diploma in International Hotel Management Qualification Specification

## Structure (Rules of Combination)

The qualification, units and TQT for the CTH Level 7 Executive Diploma in International Hotel Management are set out in the following table, often referred to as the Rules of Combination. Further details of each unit are included later in the specification.

<b>Level 7 Executive Diploma in International Hotel Management</b>						
<b>QAN: 60115063</b>						
Students must achieve all 12 Mandatory units, providing a combined 140 credits, all units at level 7						
<b>Credit value (CV): 140</b>				<b>Qualification Level (L): 7</b>		
<b>Guided Learning Hours (GLH) for Qualification: 420 hours</b>				<b>Total Qualification Time (TQT) for Qualification: 1400 hours</b>		
<b>Unit Code</b>	<b>Unit Title</b>	<b>L</b>	<b>CV</b>	<b>GLH</b>	<b>URN:</b>	<b>Assessment method</b>
RMB	Research Methods for Business	7	20	60	D/505/6613	Assignment 100%
HRAC	Human Resources Across Cultures	7	10	30	H/505/6614	
FMA	Financial Management and Accounting	7	20	60	K/505/6615	
ISM	International Strategic Management	7	10	30	M/505/6616	
ELH	Entrepreneurship and Leadership in Hospitality	7	10	30	T/505/6617	
IEM	International Events Management	7	10	30	A/505/6618	
EM	Economics in Management	7	10	30	F/505/6619	
EBMH	E-Business and Marketing for Hospitality	7	10	30	T/505/6620	
HRYM	Hotel Revenue & Yield Management	7	10	30	A/505/6621	
IHMO	International Hotel Management and Operations	7	10	30	L/505/6624	
QMSSH	Quality Management Systems for Services in Hospitality	7	10	30	F/505/6653	
REM	Real Estate Management	7	10	30	A/505/6666	
<b>Executive Diploma Total (12 units)</b>			<b>140</b>	<b>420</b>		

This qualification provides for progression to other qualifications, particularly to university degree or Masters programmes. Further details of articulation agreements with universities can be obtained via the CTH website at: <http://www.cthawards.com>

### 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.

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:
	<ul style="list-style-type: none"> <li>• have major weaknesses or have not fulfilled the CTH academic regulations</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• exhibit good critical analysis and evaluation</li> <li>• exhibit good understanding of current research, knowledge and issues in the area of study</li> <li>• demonstrate significant originality with very clear ideas</li> <li>• apply theories, principles and concepts beyond the area of study to create insights into complex or conflicting information or situations</li> <li>• show a high level of coherence and logic in drawing conclusions</li> <li>• make substantiated judgements and recommendations in a complex field of study</li> <li>• apply a comprehensive understanding and application of research techniques</li> <li>• make well formulated and fully justified conclusions</li> </ul>	<ul style="list-style-type: none"> <li>• meet the requirements of the assessment criteria and learning outcomes</li> <li>• exhibit high level of critical analysis and evaluation</li> <li>• apply a broad and deep understanding of current research, knowledge and issues in the area of study</li> <li>• exhibit highly original thinking</li> <li>• apply theories, principles and concepts beyond the area of study to create original insights into complex or conflicting information or situations</li> <li>• demonstrate exceptional clarity of complex ideas with excellent coherence and logic in drawing conclusions</li> <li>• make substantiated judgements and recommendations in a complex field of study</li> <li>• apply critical understanding and application of research techniques</li> <li>• make very clearly formulated and fully justified conclusions that are clearly communicated</li> </ul>

## **Assessment Methodology**

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 applicable to this qualification.

## Qualification Units

Title	Research Methods for Business
Unit purpose and aim(s)	This unit covers understanding research methodologies for assessments and dissertations and being able to evaluate the use of statistical tools for research and applications
Ofqual ref	D/505/6613
Level	7
Credit value (CV)	20
Guided Learning Hours (GLH)	60
Learning outcomes	Assessment criteria
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 research methodologies for assessments and dissertations	1.1 Identify aims and objectives for assessments and dissertation/research projects 1.2 Analyse the characteristics of research methodologies 1.3 Evaluate the issues relating to different methods of data collection 1.4 Identify ethical requirements of research
2. Be able to evaluate the use of statistical tools for research and applications	2.1 Identify the research tools that are appropriate for various types of research 2.2 Evaluate the use of different forms of manual and computer analysis 2.3 Apply report writing conventions to research reports

Title	<b>Human Resources Across Cultures</b>
Unit purpose and aim(s)	This unit covers understanding how to lead and motivate a workforce across different cultures, and understanding cultural diversity within an organisation.
Ofqual ref	H/505/6614
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
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 lead and motivate a workforce across different cultures.	1.1 Critically evaluate theories of motivation. 1.2 Compare different leadership styles. 1.3 Compare and analyse different motivation theory models in various cultural settings. 1.4 Recommend HR strategies for organisations operating in different cultures. 1.5 Recommend HR management policies for international organisations.
2. Understand cultural diversity within an organisation.	2.1. Critically evaluate theories relating to cultural diversity. 2.2 Recommend responses to the different needs and expectations of culturally diverse workforce. 2.3 Propose techniques for managing and building teams in a culturally diverse workforce. 2.4 Provide a framework for international recruitment.

Title	Financial Management and Accounting
Unit purpose and aim(s)	This unit covers understanding financial planning techniques and being able to analyse financial accounting information for decision making.
Ofqual ref	K/505/6615
Level	7
Credit value (CV)	20
Guided Learning Hours (GLH)	60
Learning outcomes	Assessment criteria
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 financial planning techniques.	1.1 Evaluate the link between financial planning and corporate strategy. 1.2 Critically review the role of finance in supporting strategic thinking. 1.3 Plan an investment portfolio. 1.4 Recommend financial management solutions for organisations.
2. Be able to analyse financial accounting information for decision making.	2.1 Appraise financial documents 2.2 Demonstrate decision making skills related to financial evaluation. 2.3 Conduct financial performance evaluations for organisations. 2.4 Prepare budgets for planning and control.
3. Understand accounting techniques	3.1 Construct accounting statements 3.2. Use in appropriate contexts different accounting systems. 3.3. Use costing theories for managerial purposes. 3.4. Compare actual costs with standard costs and analyse any variances.

<b>Title</b>	<b>International Strategic Management</b>
Unit purpose and aim(s)	This unit covers being able to evaluate strategic options and develop a strategy for an organisation.
Ofqual ref	M/505/6616
Level	7
Credit value (CV)	10
GLH	30
Learning outcomes	Assessment criteria
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:
1. Be able to evaluate strategic options for organisations.	<p>1.1 Compare and contrast different business unit and corporate level theories.</p> <p>1.2 Use strategic business theories to evaluate strategic options.</p> <p>1.3 Evaluate competitive forces related theories in strategy development.</p> <p>1.4 Select, interpret, review data and synthesise recommendations of a strategic nature, related to a selected firm, organisation or industry sector.</p> <p>1.5 Recommend strategic restructuring solutions for organisations.</p>
2. Be able to develop a strategy for an organisation	<p>2.1 Use strategic planning models to formulate a business strategy.</p> <p>2.2 Critically evaluate the role of ethics in the development of a strategy.</p> <p>2.3 Create culture specific strategies in an international strategic plan.</p> <p>2.4 Analyse areas of potential conflict in the implementation of international business strategy.</p> <p>2.5 Design strategies at international, transnational and global level.</p>

<b>Title</b>	<b>Entrepreneurship and Leadership in Hospitality</b>
Unit purpose and aim(s)	This unit covers understanding concepts associated with leadership, entrepreneurship and innovation in the hospitality and tourism industry, as well as being able to apply relevant entrepreneurship and leadership academic theories in practice.
Ofqual ref	T/505/6617
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
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 concepts associated with leadership, entrepreneurship and innovation in the hospitality and tourism industry.	1.1. Distinguish the merits and disadvantages of different leadership styles. 1.2. Draw conclusions relative to leadership and management skills of a particular individual or individuals within a particular hospitality organisation. 1.3. Critically analyse the elements of business innovation. 1.4. Assess risks associated with business ownership. 1.5. Distinguish the benefits and disadvantages of different forms of business organisations.
2. Be able to apply relevant entrepreneurship and leadership academic theories in practice.	2.1. Design a new venture business plan for the hospitality industry. 2.2. Integrate financial planning into new project development. 2.3. Conduct a comprehensive competition and market analysis. 2.4. Perform in business simulation conditions. 2.5. Use leadership theories to promote innovation.

<b>Title</b>	<b>International Events Management</b>
Unit purpose and aim(s)	This unit covers being able to apply international management principles to the planning, management and evaluation of events. As well as to being able to critically evaluate the factors which influence the success or failure of a range of different types of events.
Ofqual ref	A/505/6618
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:
1. Be able to apply international management principles to the planning, management and evaluation of events.	<p>1.1 Critically review key issues and management techniques involved in the planning and operations management of events.</p> <p>1.2 Review and evaluate financial implications of events planning and execution.</p> <p>1.3 Critically analyse risk management issues relating to various events.</p>
2. Be able to critically evaluate the factors which influence the success or failure of a range of different types of events	<p>2.1 Analyse key issues and techniques involved in the planning and management of different types events.</p> <p>2.2 Review a development plan for international conference related events.</p>

Title	Economics in Management
Unit purpose and aim(s)	This unit covers Understand the fundamentals of micro and macro economic theory within a managerial context for decision making as well as understanding the forces that shape the external economic environment of a company
Ofqual ref	F/505/6619
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
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 fundamentals of micro and macro economic theory within a managerial context for decision making.	1.1 Use economic theory to generate testable hypotheses in different business context. 1.2 Recommend decisions in uncertain economic environments. 1.3 Show critical understanding of applications of managerial economics in real business environments. 1.4 Produce managerial recommendations regarding demand forecasts. 1.5 Explain the relationship between price elasticity, demand and revenue.
2. Understand the forces that shape the external economic environment of a company	2.1. Identify and discuss economic issues in published research by adapting economic reasoning tools to real world problems. 2.2 Present business practice topics using an analytical approach and using numerical insight. 2.3 Critically review the function of market mechanisms and the interaction among economic agents. 2.4 Use game - theory based models to understand oligopoly markets.

Title	<b>E-Business and Marketing for Hospitality</b>
Unit purpose and aim(s)	This unit covers understanding the interdependency of marketing and service operations in strategic management as well as the role of e-services marketing and distribution channel relationships.
Ofqual ref	T/505/6620
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	60
Learning outcomes	Assessment criteria
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 interdependency of marketing and service operations in strategic management	1.1 Critically review the different elements of a strategic marketing plan. 1.2 Integrate the particular requirements of services in strategic marketing planning. 1.3 Critically review the role of servicescape modelling in experience design for hotel marketing purposes. 1.4. Develop plans to implement marketing programs in hospitality companies. 1.5 Provide recommendations for a quality customer experience and the promotion of customer loyalty.
2. Understand the role of e-services marketing and distribution channel relationships.	2.1. Demonstrate in depth understanding of the impact of the internet on a company marketing strategy. 2.2 Use contemporary technological tools in the context of designing a marketing plan. 2.3 Recommend appropriate e-distribution channels for the hospitality sector. 2.4 Recommend marketing applications promotion plans for the hotel industry. 2.5 Develop plans for customer retention through CRM.

<b>Title</b>	<b>Hotel Revenue and Yield Management</b>
Unit purpose and aim(s)	This unit covers understanding strategic implications of revenue management and how they can be organised to increase sustainable revenue streams as well as being able to evaluate the cost structure of various hospitality businesses
Ofqual ref	A/505/6621
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
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 strategic implications of revenue management and how they can be organised to increase sustainable revenue streams	<p>1.1 Critically review the role of revenue management strategies in a hotels' profitability.</p> <p>1.2 Design variable pricing strategies to increase revenue in a hotel.</p> <p>1.3 Develop a hotel revenue management program.</p> <p>1.4 Critically review key revenue components of managing food and beverage departments in hotels.</p> <p>1.5 Integrate revenue management into a hospitality organisation.</p>
2. Be able to evaluate the cost structure of various hospitality businesses	<p>2.1. Demonstrate a full understanding of hotel revenue risk management issues.</p> <p>2.2 Analyse staffing issues and labour cost control tools for various hotel departments.</p> <p>2.3 Derive and compute price-demand relationship, optimal prices and revenues.</p> <p>2.4 Develop, apply, and defend different types of forecast scenarios.</p> <p>2.5 Design inventory controls and explain how they impact a hotel's revenue performance.</p>

<b>Title</b>	<b>International Hotel Management and Operations</b>
Unit purpose and aim(s)	This unit covers being able to evaluate the managerial implications of the relationship between different hotel departments, understanding the hotel design factors that impact on operations, and the impact of current technologies used in the hotel industry.
Ofqual ref	L/505/6624
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:
1. Be able to evaluate the managerial implications of the relationship between different hotel departments	<p>1.1 Distinguish the elements of different departments of a hotel.</p> <p>1.2 Critically review the managerial implications of the guest cycle.</p> <p>1.3 Demonstrate an understanding of basic organisational structure issues in a hotel.</p> <p>1.4 Critically review the functions performed by Front office, Food and Beverage, Housekeeping and Marketing hotel departments.</p> <p>1.5 Review the various booking channels and their impact on costs and revenues.</p>
2. Understand the hotel design factors that impact on operations	<p>2.1. Recognise the managerial implications posed by different types of hotels (ie resort vs city hotels) and recommend different design solutions.</p> <p>2.2 Analyse the basics of the hotel engineering and maintenance department.</p> <p>2.3 Analyse facilities design in the hotel context.</p> <p>2.4 Recognise the role of hotel design in service delivery productivity and the and ultimately profitability.</p>
3. Understand the impact of current technologies used in hotel industry	<p>3.1. Review different property management systems.</p> <p>3.2. Suggest and develop solutions for ICTs in hotels.</p> <p>3.3 Create added value when employing ICT for information processing in tourist companies</p>

Title	Quality Management Systems for Services in Hospitality
Unit purpose and aim(s)	This unit covers understanding how quality management systems are used in the context of a hospitality firm as well as the peculiarities of implementation, certification and the audit of quality management systems.
Ofqual ref	F/505/6653
Level	7
Credit value (CV)	10
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
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 quality management systems are used in the context of a hospitality firm.	1.1 Critically analyse and improve the service delivery system of a hospitality organisation. 1.2 Apply total quality management principles for service quality enhancement. 1.3 Align service operations with quality management systems. 1.4 Recommend HR practices in line with quality management system requirements.
2. Understand the peculiarities of implementation, certification and the audit of quality management systems.	2.1. Develop a service management system that will deliver consistently high service excellence. 2.2 Investigate commercial applications for quality management certifications. 2.3 Propose appropriate quality management systems for Hotels. 2.4 Analyse quality systems in diverse cultural environments.

<b>Title</b>	<b>Real Estate Management</b>
Unit purpose and aim(s)	This unit covers understanding the workings and differences in property management in hotel and tourism related companies as well as the international market forces with regards to property management.
Ofqual ref	A/505/6666
Level	7
Credit value (CV)	
Guided Learning Hours (GLH)	30
Learning outcomes	Assessment criteria
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 workings and differences in property management in hotel and tourism related companies.	1.1 Investigate the differences in managing different property types in an international setting 1.2 Perform decision making processes as part of property management strategies for hospitality and tourism related firms. 1.3 Evaluate potential business development opportunities through real estate management. 1.4 Describe variables influencing real estate markets.
2. Understand the international market forces with regards to property management.	2.1. Define real estate markets and market participants. 2.2 Analyse the variables influencing real estate market prices. 2.3 Analyse the management of the promotion of real estate in the hotel industry. 2.4 Analyse sources for information about real estate markets and different types of properties.

## APPENDIX A – SAMPLE ASSESSMENT MATERIALS

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1. **Assessment type:** Assignment  
**Unit:** Human Resources across Cultures  
**Unit Ref:** H/505/6614

**Assessment type:** Assignment

**Unit:** Human Resources across Cultures

**Unit Ref:** H/505/6614

**Level:** 7

**Credit Value:** 20 credits



## Human Resources Across Cultures

### Sample Assignment

#### Assignment Instructions

This unit is assessed by assignment.

#### Assignment instructions

Candidates 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 candidate meets all the Learning Outcomes and Assessment Criteria of the unit;
- include a brief introduction to the assignment;
- include an analysis and evaluation of the topic they discuss and facts should be used to support conclusions and recommendations;
- make clear connections between theory and practice;
- provide a demonstration of the practical application of theory in the workplace;
- cite references in accordance with the Harvard System;
- be presented in report format;
- be within 10% of the required word count;
- may include additional information (e.g. working notes and calculations) which should be added as supplementary appendices to the report.

One electronic and one paper copy of the final assignment report should be submitted. This should include a front cover page with the student's and tutor's declaration. Two progress tutorial reports signed by tutor and student must also be submitted to CTH.

## **Assignment Task**

### **Human Resources Across Cultures**

Students are required to select an organisation in the international hotel industry and prepare a 3,000-word report discussing how to lead and motivate a workforce as well as understanding and appreciation of cultural diversity across the workforce within an organisation.

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

- Leading and motivating a workforce across different cultures
- Recognising and appreciating cultural diversity in the workplace

#### **Outline**

Students are required to conduct relevant and adequate primary and secondary research on the chosen organisation. The student should ideally be able to visit the selected organisations.

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 supported by examples quoted from the selected organisations:

#### **How to lead and motivate a workforce across different cultures**

- Critical evaluation of different motivation theories,
- Comparison of different leadership styles
- Recommendation of HR Strategies and management policies

#### **How to manage a cultural diversity within an organisation**

- Critical evaluation of theories related to cultural diversity
- Recognition of needs and expectations of employees from different backgrounds
- Design of teambuilding techniques in a culturally diverse workforce
- Development of an international recruitment framework

Students should demonstrate the application of theory and knowledge to their chosen organisations and ensure they have addressed the assessment criteria for the unit. The analysis should be concluded with detailed and well-justified recommendations; relevant examples can also be quoted. The secondary research undertaken should be appended to this assignment.

## CONTACT CTH

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### 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

### Website:

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