

# INSTITUTE OF HOSPITALITY

## AWARDING BODY

Level 3 Diploma in Hospitality and Tourism  
Management (VRQ)

Qualification Syllabus



# CONTENTS

	<b>Page</b>
<b>1.</b> The Level 3 Diploma in Hospitality and Tourism Management Syllabus	<b>4</b>
<b>2.</b> Structure of the Diploma	<b>4</b>
<b>3.</b> Strategy for Delivery	<b>6</b>
<b>4.</b> Assessment Strategy	<b>6</b>
<b>5.</b> Grading Scheme	<b>7</b>
<b>6.</b> Unit Format	<b>9</b>
<b>7.</b> Core (Mandatory) Units	<b>10</b>
<b>7.1</b> BUSINESS MANAGEMENT	
BM3013 Managing the Business in Hospitality and Tourism	<b>10</b>
<b>7.2</b> BUSINESS MARKETING AND SALES	
BS3013 Supervising Sales in Hospitality and Tourism	<b>12</b>
<b>7.3</b> CONSUMER MANAGEMENT	
CM3013 Understanding Customer Relationships in Hospitality and Tourism	<b>14</b>
<b>7.4</b> FINANCE AND BUSINESS PLANNING	
FP3013 Finance and Budgeting for Business in Hospitality and Tourism	<b>16</b>
<b>7.5</b> HUMAN RESOURCES MANAGEMENT	
HM3013 Managing Teams in Hospitality and Tourism	<b>18</b>
<b>7.6</b> LEGISLATIVE MANAGEMENT	
LM3013 Complying with Legislation in Hospitality and Tourism	<b>20</b>
<b>7.7</b> PROFESSIONAL DEVELOPMENT	
PD3013 Managing Your Professional Portfolio in Hospitality and Tourism	<b>22</b>
<b>8.</b> Option Units	<b>24</b>
<b>8.1</b> BUSINESS MANAGEMENT	
BM3023 Managing Hospitality and Tourism Operations	<b>24</b>
BM3033 Business Entrepreneurship in Hospitality and Tourism	<b>26</b>
<b>8.2</b> BUSINESS MARKETING AND SALES	
BS3023 Merchandising and Selling in Hospitality and Tourism	<b>28</b>
BS3033 Pricing and Promotions in Hospitality and Tourism	<b>30</b>
<b>8.3</b> CONSUMER MANAGEMENT	
CM3023 Improving the Customer Experience in Hospitality and Tourism	<b>32</b>
CM3033 Quality Assurance for Hospitality and Tourism Customers	<b>34</b>
<b>8.4</b> FINANCE AND BUSINESS PLANNING	
FP3023 Budget and Forecast Preparation for Hospitality and Tourism	<b>36</b>
FP3033 Developing a Business Plan in Hospitality and Tourism	<b>38</b>
<b>8.5</b> HUMAN RESOURCES MANAGEMENT	
HM3023 Recruitment and Retention in Hospitality and Tourism	<b>40</b>
HM3033 Target Setting and Monitoring Performance in Hospitality and Tourism	<b>42</b>

**8.6** LEGISLATIVE MANAGEMENT

LM3023 Managing Risk in Hospitality and Tourism 44

LM3033 Employment Law in Hospitality and Tourism 46

**8.7** PROFESSIONAL DEVELOPMENT

PD3023 Career Planning Tools for Hospitality and Tourism 48

PD3033 Information and Research Handling in Hospitality and Tourism 50

PD3043 French Language Skills for Hospitality 52

About the Institute of Hospitality 54

Contact details 54

## 1. The Level 3 Diploma in Hospitality and Tourism Management Syllabus

1.1 There are seven key business areas within the programme of learning within which the syllabus is contextualised specifically for the hospitality and tourism sectors, which are:

1. Business Management
2. Business Marketing and Sales
3. Consumer Management
4. Finance and Business Planning
5. Human Resources Management
6. Legislative Management
7. Professional Development

1.2 Learners must select one Core (Mandatory) Unit and one Option Unit from each of the business areas making a total of 14 units to achieve the qualification.

## 2. Structure of the Diploma

2.1 The structure of the Diploma is made up of 22 units, of which the learner must complete seven Core (Mandatory) Units and seven of 15 Option Units to achieve the qualification.

2.2 The Core (Mandatory) units are the following:

<b>CORE (MANDATORY) UNITS</b>
<b>BUSINESS MANAGEMENT</b>
BM3013 Managing the Business in Hospitality and Tourism
<b>BUSINESS MARKETING AND SALES</b>
BS3013 Supervising Sales in Hospitality and Tourism
<b>CONSUMER MANAGEMENT</b>
CM3013 Understanding Customer Relationships in Hospitality and Tourism
<b>FINANCE AND BUSINESS PLANNING</b>
FP3013 Finance and Budgeting for Business in Hospitality and Tourism
<b>HUMAN RESOURCES MANAGEMENT</b>
HM3013 Managing Teams in Hospitality and Tourism
<b>LEGISLATIVE MANAGEMENT</b>
LM3013 Complying with Legislation in Hospitality and Tourism
<b>PROFESSIONAL DEVELOPMENT</b>
PD3013 Managing Your Professional Portfolio in Hospitality and Tourism

2.3 The Option units are the following:

<b>OPTION UNITS</b> (Select one unit from each business area)
<b>BUSINESS MANAGEMENT</b>
BM3023 Managing Hospitality and Tourism Operations <b>OR</b> BM3033 Business Entrepreneurship in Hospitality and Tourism
<b>BUSINESS MARKETING AND SALES</b>
BS3023 Merchandising and Selling in Hospitality and Tourism <b>OR</b> BS3033 Pricing and Promotions for Hospitality and Tourism
<b>CONSUMER MANAGEMENT</b>
CM3023 Improving the Customer Experience in Hospitality and Tourism <b>OR</b> CM3033 Quality Assurance for Hospitality and Tourism Customers
<b>FINANCE AND BUSINESS PLANNING</b>
FP3023 Budget and Forecast Preparation for Hospitality and Tourism <b>OR</b> FP3033 Developing a Business Plan in Hospitality and Tourism
<b>HUMAN RESOURCES MANAGEMENT</b>
HM3023 Recruitment and Retention in Hospitality and Tourism <b>OR</b> HM3033 Target Setting and Monitoring Performance in Hospitality and Tourism
<b>LEGISLATIVE MANAGEMENT</b>
LM3023 Managing Risk in Hospitality and Tourism <b>OR</b> LM3033 Employment Law in Hospitality and Tourism
<b>PROFESSIONAL DEVELOPMENT</b>
PD3023 Career Planning Tools for Hospitality and Tourism <b>OR</b> PD3033 Information and Research Handling in Hospitality and Tourism <b>OR</b> PD3043 French Language Skills for Hospitality

- 2.4** Where learners are presenting other recognised units or are granted credit for specific Option Units within a business area, up to two Option Units may be selected from other business areas providing that the Core Unit for the business area for which recognition or credit has been granted has been completed.
- 2.5** In selecting Option Units for completion of the L3 Diploma learners may select one option unit from the Level 2 qualification, provided that these are from the same business area as the Level 3 Option choice and do not form part of a previously awarded qualification.
- 2.6** Up to 50% of an award may be made through other 'recognised units'<sup>1</sup> providing these fit within the business areas of the qualification. Recognised company training programmes or Institute endorsed programmes may also be permitted. Application should be made to the Institute for recognition of other unit awards. A fee will be charged for this service.
- 2.7** Accreditation of Prior Certificated Learning (APCL) may be included in place of units provided that suitable and supported evidence of structured learning is presented.

<sup>1</sup> 'Recognised units' are those determined by the Institute.

**2.8** Each unit of study within the Diploma forms a CPD award in its own right and can be taken independently. A transcript of achievement will be awarded on successful completion of a unit. A unit certificate may be requested which will incur a fee.

### **3. Strategy for Delivery**

**3.1** The strategy for the delivery of the units that make up the Level 3 Diploma is built upon the concept of a one day training programme supported by additional learning time.

**3.2** The delivery of the programme may vary according to the centre and may be delivered in any format that supports the Guided Learning Hours (GLH) for each unit. This may include training workshops or seminars, in-company training, e-learning, distance learning or self-study.

**3.3** Each unit within the Level 3 Diploma is made up of 10 GLH. The Level 3 Diploma is made up of 14 GLH.

### **4. Assessment Strategy**

**4.1** The Institute of Hospitality Awarding Body (the Institute) qualifications are assessed both electronically through approved assessment providers, and through a paper-based synoptic examination. Electronic assessments are provided on a secure electronic system provided by a third party appointed by the Institute.

**4.2** The assessment methodology consists of two parts, namely:

- i. Part 1 will consist of assessing each individual unit separately using the assessment methodology of MCQs which is delivered electronically.
  - a. The formats of MCQs will be determined by the domain of learning (Knowledge, Understanding, and Application) on which the learner is to be assessed.
  - b. Each MCQ paper will pose 20 questions to the learner.
  - c. Each MCQ paper will be composed of MCQs with different formats, for example, True / False MCQs, Matching MCQs, and more complex MCQs using case study material.
  - d. Each MCQ paper will have a maximum of 30 minutes in which it can be completed.
  - e. The electronic assessment will be on-demand which allows learners to elect to take the MCQ paper at a time and place suitable to their learning needs.
  - f. Results of the MCQ assessment will be made available to learners immediately after completion of the assessment.
  - g. Learners will be expected to gain a minimum of 50% (Grade D - see **Section 5.1**) in their assessment to pass the unit.
- ii. Part 2 will assess the whole qualification using a synoptic assessment. This will pose short answer questions exploring themes from across the seven business areas of the structure of the qualification. The features of the synoptic examination are:

- a. The examination will consist of seven compulsory short answer questions. A question may be made up of two or three parts.
- b. The examination paper will be marked out of 100 marks.
- c. Learners will have two hours to complete the examination. Learners will be given, in addition, 10 minutes reading time, in which they can make notes on the Case Study or Examination Question paper.
- d. Learners will be expected to construct answers to these questions.
- e. Learners will be expected to gain a minimum of 50% (Grade D - see **Section 5.2**) in their assessment to pass the unit.

**4.3** The learner will be expected to pass the MCQ assessment element for all 14 units, and also the synoptic examination to be awarded achievement of the qualification. Each MCQ examination result will be graded, as will the results of the synoptic examination. There is no overall grading of the qualification.

**4.4** Learners may elect to resit either part of their assessments. Upon completion of Part 1 of the assessment methodology (the MCQ component) learners may elect to resit a unit on-demand by contacting the Institute through their approved centre. A resit for Part 2 of the assessment methodology will be delivered on a set date determined by the Institute. Learners may elect to resit either parts of the assessment methodology only in the event if they failed either paper or wish to improve their results.

**4.5** Learners are restricted to taking only two resits for each unit, as well as the synoptic assessment.

**4.6** The Part 1 assessment may be undertaken at any time once a learner has registered and subject to the approved centre making them available. This will normally depend upon the training provider or teacher managing the programme. The Part 2 assessment will be arranged at a specific time and date determined by the Institute. There will be two sittings of the synoptic assessment per year, not including resits.

## **5. Grading Scheme**

**5.1** The Institute operates the following grading scheme in respect of assessments undertaken through multiple choices questions (MCQs). The descriptors are indicative of the level of achievement of knowledge, namely:

Grade	Level 3 Diploma in Hospitality and Tourism Management	
	Mark range	Description
<b>A*</b>	Marks of 90% to 100%	Extensive / detailed knowledge of the subject matter.
<b>A</b>	Marks of 80% to 89%	Broad knowledge of the subject matter.
<b>B</b>	Marks of 70% to 79%	Adequate but not complete knowledge of the subject matter.
<b>C</b>	Marks of 60% to 69%	Basic grasp of subject matter.
<b>D</b>	Marks of 50% to 59%	Minimal grasp of subject matter.
<b>Referred</b>	Marks below 49%	Poor grasp of subject matter.

**5.2** The Institute operates the following grading scheme in respect of assessments undertaken through short answer synoptic assessment:

Grade	Level 3 Diploma in Hospitality and Tourism Management	
	Mark range	Description
<b>A*</b>	Marks of 90% to 100%	Authoritative answer. Full effective response. Critical and committed argument.
<b>A</b>	Marks of 80% to 89%	Clearly structured. Able to deal with the concepts, sources and relevant arguments.
<b>B</b>	Marks of 70% to 79%	Sound and competent. Covers the basic subject matter. Appropriately organised and presented.
<b>C</b>	Marks of 60% to 69%	Factually sound. General grasp of the issues raised. Weak in critical awareness and analytical qualities.
<b>D</b>	Marks of 50% to 59%	Adequate but limited. Some aspects of the question may be answered competently, but others are ignored.
<b>Referred</b>	Marks below 49%	Very limited relevance to the question. Substantial generalisations. Lack of any real argument.



**5.3** The above grade descriptors give a general description of responses to the level of demand posed by short questions that the examiner expects to see in the answers learners provide. Marks will be allocated according to the mark scheme which will guide how examiners will mark each question. See **Sample Mark Schemes** on the moodle platform to see how examination papers are allocated marks.

## 6. Unit Format

**6.1** The syllabus for each unit will use the following template to identify the indicative content of the unit:

<b>UNIT TITLE:</b>	
<b>IOH UNIT CODE:</b>	
<b>Ofqual URN:</b>	
<b>TYPE OF UNIT:</b>	
<b>LEVEL:</b>	
<b>UNIT REVIEW DATE:</b>	
<b>GUIDED LEARNING HOURS:</b>	
<b>UNIT AIMS</b>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>ASSESSMENT REQUIREMENTS</b>	

## 7. Core (Mandatory) Units

### 7.1 BUSINESS MANAGEMENT

<b>UNIT TITLE:</b>	<b>Managing the Business in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	BM3013
<b>Ofqual URN:</b>	M/506/0293
<b>TYPE OF UNIT:</b>	Business Management Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
BM3301	
<b>UNIT AIMS</b>	
This unit will provide the learner with an understanding of the key characteristics and principles required in managing a business. Learners will be introduced to elements of management theory and encouraged to identify the application of that theory in a realistic business context within the international hospitality, leisure and tourism industries.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:  <ol style="list-style-type: none"><li>1. Understand established theories of management.</li><li>2. Understand a range of organisational structures and their operating environment.</li><li>3. Understand core management activities.</li><li>4. Understand managing resources and assets of an organisation.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Understand established theories of management:</b> <ul style="list-style-type: none"><li>• F W Taylor's Theory of Scientific Management.</li><li>• Peter Drucker's Theory of Management by Objectives (MBO).</li><li>• Key Performance Indicators (KPI) including key tasks and key results</li><li>• McGregor's Theory X and Y in relation to developing a positive management style.</li></ul>	

### **Outcome 2: Understand a range of organisational structures and their operating environment:**

- Forms of ownership, such as: sole trader, partnerships, limited companies, co-operatives, shareholder and stakeholder cultures.
- Organisational structures, including: hierarchies, matrices, bureaucracies and flat structures.
- How to assess the strength of an organisation by SWOT and PESTLE / PEST analysis.

### **Outcome 3: Understand core management activities:**

- Tasks of: planning, organising, directing, controlling and innovating.
- Functions of human resources management (HRM), accounting and finance, sales and marketing and operations.
- How to develop and maintain Standard Operating Procedures (SOP).
- How to set and meet Key Performance Targets (KPT) and achieve Key Results (KR), Gantt charts.
- How to develop and maintain SMART management objectives.

### **Outcome 4: Understand managing resources and assets of an organisation:**

- Primary task of protecting the assets of an organisation in terms of 'hard assets' and 'soft assets'.
- 'Hard assets' including premises, plant and products.
- 'Soft assets' including people (workers, clients and suppliers) and reputation.
- Requirements involved in balancing revenue and expenditure.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 7.2 BUSINESS MARKETING AND SALES

<b>UNIT TITLE:</b>	<b>Supervising Sales in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	BS3013
<b>Ofqual URN:</b>	T/506/0294
<b>TYPE OF UNIT:</b>	Business Marketing and Sales Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
BS3301	
<b>UNIT AIMS</b>	
<p>This unit will develop the learner's understanding of the skills required to supervise a small sales team in the hospitality or tourism industries. Learners will investigate the tools and techniques available in supervising sales and develop an understanding of how these tools and techniques can be effectively applied in a variety of different situations.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"><li>1. Understand the skills and tools needed to operate an effective sales team in the hospitality and tourism industries.</li><li>2. Identify tactical pricing and promotional techniques that are used within sales in the hospitality and tourism industries.</li><li>3. Understand merchandising and selling as tools for sales, and how to apply them in the business context.</li><li>4. Identify different methods of selling, and the techniques that can be adopted in the hospitality and tourism industries.</li><li>5. Outline the planning and organisational skills needed to manage a small sales team.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Understand the skills and tools needed to operate an effective sales team in the hospitality and tourism industries:</b></p> <ul style="list-style-type: none"><li>• The function of a sale.</li><li>• Different selling techniques and the situations in which they can be applied.</li></ul>	

- Merchandising and promotional selling techniques.
- Pricing as a strategy for successful sales.

**Outcome 2: Identify tactical pricing and promotional techniques that are used within sales in the hospitality and tourism industries:**

- Factors influencing pricing decisions.
- Internal and external factors that influence pricing decisions.
- Different stages in setting prices.
- Significance of pricing in the pre-encounter marketing mix.

**Outcome 3: Understand merchandising and selling as tools for sales, and how to apply them in the business context:**

- Merchandising in the hospitality and tourism context.
- Reasons for merchandising.
- Merchandising techniques and their value in the sale situation.
- Different markets for merchandising in the hospitality and tourism industries.

**Outcome 4: Identify different methods of selling, and the techniques that can be adopted in the hospitality and tourism industries:**

- Personal and face to face selling techniques.
- Requirements for direct selling by staff.
- Requirements for indirect selling.
- Departmental sales.
- Promotional selling.

**Outcome 5: Outline the planning and organisational skills needed to manage a small sales team:**

- Ethical issues involved in running a small sales team.
- Time management issues involved in running a small sales team.
- How to research legal frameworks and government legislation covering sales and trading standards.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 7.3 CONSUMER MANAGEMENT

<b>UNIT TITLE:</b>	<b>Understanding Customer Relationships in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	CM3013
<b>Ofqual URN:</b>	A/506/0295
<b>TYPE OF UNIT:</b>	Business Management Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
CM3301	
<b>UNIT AIMS</b>	
<p>This unit will develop the learner's understanding of the nature and importance of consumer relationships in the maintenance and development of a business. The learner will identify the components of effective consumer relationships and learn how to apply skills in the consumer encounter within the hospitality and tourism industries.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Describe the differences between the hospitality and tourism industries.</li> <li>2. Identify the characteristics of the hospitality and tourism customer.</li> <li>3. Understand the nature of services within the hospitality and tourism industries.</li> <li>4. Explain service delivery within the hospitality and tourism industries.</li> <li>5. Identify key aspects of managing the customer experience.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Describe the differences between the hospitality and tourism industries:</b></p> <ul style="list-style-type: none"> <li>• Relationship between the hospitality and tourism industries.</li> <li>• Market structure of the hospitality and tourism industries.</li> <li>• Different types of visitor attractions.</li> </ul>	
<p><b>Outcome 2: Identify the characteristics of the hospitality and tourism customer:</b></p> <ul style="list-style-type: none"> <li>• Different types of customer.</li> <li>• Customer influences on motivation and choice.</li> </ul>	

- Consumption process of the customer.
- Current issues, e.g. green tourism; package holidays and budget flights.

**Outcome 3: Understand the nature of services within the hospitality and tourism industries:**

- The service encounter.
- How customer expectations are managed.
- Managing intangibles.
- The concept of perishability.
- Seasonality of services.

**Outcome 4: Explain service delivery within the hospitality and tourism industries:**

- Customer retention and its importance in the hospitality and tourism industries.
- Profitability of repeat custom.
- Influence of branding on customer loyalty.

**Outcome 5: Identify key aspects of managing the customer experience:**

- 'Moments of truth' in managing the customer experience.
- People skills needed for managing the customer experience.
- How product knowledge, presentation and processes are involved in improving the customer experience.
- Customer satisfaction and how it can be assessed.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 7.4 FINANCE AND BUSINESS PLANNING

<b>UNIT TITLE:</b>	<b>Finance and Budgeting for Business in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	FP3013
<b>Ofqual URN:</b>	F/506/0296
<b>TYPE OF UNIT:</b>	Finance and Business Planning Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
FP3301	
<b>UNIT AIMS</b>	
This unit will introduce the learner to the concepts involved in controlling and monitoring business finance in the hospitality, leisure and tourism industries. The learner will develop an understanding of the importance of the budgetary process as a control mechanism.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> <li>1. Define organisational objectives for profit making organisations.</li> <li>2. Explain simple budgeted operating plans.</li> <li>3. Understand how to devise simple budgeted statements for sales, cash and assets.</li> <li>4. Describe key financial terms.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Define organisational objectives for profit making organisations:</b></p> <ul style="list-style-type: none"> <li>• Meaning of business, operational and financial objectives.</li> <li>• Financial targets and operational objectives relevant to the sector.</li> <li>• Objectives for a business chosen from the sector.</li> <li>• List of objectives for a chosen business.</li> </ul>	
<p><b>Outcome 2: Explain simple budgeted operating plans:</b></p> <ul style="list-style-type: none"> <li>• Key stages in the budget preparation process.</li> <li>• Information used to prepare a sales budget.</li> <li>• Concepts of incremental budgeting and zero-based budgeting.</li> </ul>	



- Components of a budget.

### **Outcome 3: Understand how to devise simple budgeted statements for sales, cash and assets:**

- Data required to complete a sales budget based on internal and external knowledge about a business.
- Simple calculations to demonstrate sales mix.
- Principles for preparing the costs to be included in a simple budget.
- Difference between fixed and variable costs.

### **Outcome 4: Describe key financial terms:**

- Financial terms used in the budgeting process.
- Simple asset budget using basic financial data.
- Simple cash flow budget using basic financial data.
- The balance sheet.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 7.5 HUMAN RESOURCES MANAGEMENT

<b>UNIT TITLE:</b>	<b>Managing Teams in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	HM3013
<b>Ofqual URN:</b>	J/506/0297
<b>TYPE OF UNIT:</b>	Human Resources Management Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
HM3301	
<b>UNIT AIMS</b>	
This unit will develop the learner's understanding of the nature and importance of the manager's role in managing teams and team performance. The learner will be introduced to a range of skills that contribute to the effective management of teams in the hospitality and tourism industries.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:  <ol style="list-style-type: none"><li>1. Understand the differences between individual working, groups and teams.</li><li>2. Understand the characteristics of effective teams.</li><li>3. Understand how to apply techniques for team building.</li><li>4. Explain the dynamics of team leadership.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Understand the differences between individual working, groups and teams:</b> <ul style="list-style-type: none"><li>• Different types of teams, including formal and informal teams.</li><li>• Difference between open and closed teams.</li><li>• 'Project teams' and 'multidisciplinary teams'.</li><li>• Different approaches towards team formation.</li></ul>	
<b>Outcome 2: Understand the characteristics of effective teams:</b> <ul style="list-style-type: none"><li>• Qualities of successful teams.</li><li>• Factors impacting on team effectiveness.</li><li>• Barriers to effective team work.</li></ul>	

- Internal and external barriers that can impact on effective team work.
- Diagnostic tools for defining roles within teams e.g. Belbin's Team Role Theory.

### **Outcome 3: Understand how to apply techniques for team building:**

- Alternative approaches for developing teams and individuals.
- Techniques for identifying a team's developmental needs.
- 'Gap Analysis' in relation to team building.
- Importance of team review.
- Training needs of a team to meet its organisational, team and individual needs.
- Role of formal and informal team building exercises and their advantages and disadvantages.

### **Outcome 4: Explain the dynamics of team leadership:**

- Leadership.
- Characteristics of effective leaders.
- Leadership styles and how to develop leadership skills.
- Adapting leadership styles to situational needs.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 7.6 LEGISLATIVE MANAGEMENT

<b>UNIT TITLE:</b>	<b>Complying with Legislation in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	LM3013
<b>Ofqual URN:</b>	L/506/0298
<b>TYPE OF UNIT:</b>	Legislative Management Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
LM3301	
<b>UNIT AIMS</b>	
<p>This unit will develop the learner's understanding of the critical components in ensuring businesses comply with the appropriate legislation. Learners will recognise the impact and implications associated with non-compliance on the business activity for the hospitality, leisure and tourism industries.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Understand the legislation aimed at providing a safe environment for consumers and workers.</li> <li>2. Understand the legislation aimed at protecting consumers.</li> <li>3. Understand the legislation aimed at protecting employees.</li> <li>4. Understand the legislation with regard to equality and diversity.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Understand the legislation aimed at providing a safe environment for consumers and workers:</b></p> <ul style="list-style-type: none"> <li>• Concept of 'Duty of Care' and how it impacts on the hospitality and tourism.</li> <li>• Fire Safety legislation</li> <li>• How does Fire Safety legislation provide a safe environment for consumers / workers.</li> <li>• Need for Health and Safety legislation to providing a safe environment.</li> <li>• Importance of adhering to Food Safety Legislation to provide a safe environment for consumers.</li> </ul>	

### **Outcome 2: Understand the legislation aimed at protecting consumers:**

- Key elements of the 'Consumer Protection Act 1987'.
- Key elements of the 'Data Protection Act'.
- How the 'Trade Description Act' and 'The Price Marking (Food and Drink Services) Order 2003' and the 'Price Marking (Food and Drink on Premises) Order 1979' impact on price lists and menu displays.
- How do the laws covering 'Contract and Sale' and the 'Supply of Goods' protect consumers.

### **Outcome 3: Understand the legislation aimed at protecting employees:**

- Key elements of the 'Employment Rights Act 1996'.
- Impact of the 'Working Time Directive' and the 'National Minimum Wage' on the hospitality and tourism industries.
- 'Transfer of Undertakings Protection of Employment (TUPE)'
- Impact of TUPE on employee rights in the hospitality and tourism industries.

### **Outcome 4: Understand legislation with regard to equality and diversity:**

- How the laws covering discrimination protect consumers in the hospitality and tourism industries (sex, race, age, disability, and religious belief).
- Current migrant worker legislation.
- Impact of current migrant worker legislation on the hospitality and tourism industries.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 7.7 PROFESSIONAL DEVELOPMENT

<b>UNIT TITLE:</b>	<b>Managing Your Professional Portfolio in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	PD3013
<b>Ofqual URN:</b>	R/506/0299
<b>TYPE OF UNIT:</b>	Professional Development Core (Mandatory) Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
PD3301	
<b>UNIT AIMS</b>	
This unit will introduce and develop learners' abilities to manage their professional portfolio. Learners will be encouraged to reflect and review on their own professional strengths and weaknesses and to construct their own professional portfolio.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:  <ol style="list-style-type: none"><li>1. Explain how to review a professional portfolio and work performance.</li><li>2. Understand how to identify career development needs and set objectives for their achievement.</li><li>3. Understand how to investigate learning strategies to achieve planned objectives.</li><li>4. Understand how to monitor, review and reflect on progress towards the achievement of planned objectives.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Explain how to review a professional portfolio and work performance:</b> <ul style="list-style-type: none"><li>• How to analyse previous and current work experience, skills and knowledge.</li><li>• How to assess skills and knowledge gaps within a current job role.</li><li>• How to identify personal strengths and weaknesses.</li></ul>	
<b>Outcome 2: Understand how to identify career development needs and set objectives for their achievement:</b> <ul style="list-style-type: none"><li>• How personal goals relate to career and business goals.</li><li>• Process of developing a plan to achieve SMART objectives.</li></ul>	

- Constraints on achievement of objectives both:
  - Work based, e.g. inadequate support, time constraints, budgetary implications; and
  - Personal, e.g. stress, lack of motivation, lifestyle changes and personal commitments.

**Outcome 3: Understand how to investigate learning strategies to achieve planned objectives:**

- How to investigate learning strategies and development activities that can be undertaken to achieve objectives, e.g. formal / informal learning; lecture-based learning / work based learning; distance learning / e-learning; projects; conferences / seminars / workshops; reading (e.g. newspapers, periodicals, trade press).
- How to identify preferred learning styles most suited to achieving planned objectives.
- How to review resources required to achieve a learning strategy.

**Outcome 4: Understand how to monitor, review and reflect on progress towards the achievement of planned objectives:**

- Use of tracking progress towards the achievement of personal objectives.
- Benefits of personal development activities.
- Benefits of performance feedback from a range of sources.
- Benefits of personal reflection on achieved objectives in the context of planned objectives.
- How work objectives may be revised in the light of feedback received on personal performance.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 8. Option Units

### 8.1 BUSINESS MANAGEMENT

<b>UNIT TITLE:</b>	<b>Managing Hospitality and Tourism Operations</b>
<b>UNIT CODE:</b>	BM3023
<b>Ofqual URN:</b>	A/506/0300
<b>TYPE OF UNIT:</b>	Business Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
BM3302	
<b>UNIT AIMS</b>	
<p>This unit will enable the learner to gain an understanding of the factors which impact on day-to-day business planning and resource management. The learner will be provided with the skills and knowledge to understand the key drivers for successful operational planning and resource management in the context of the international hospitality and tourism industries.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"><li>1. Recognise and describe the different forms of service delivery systems within the context of the hospitality and tourism industries.</li><li>2. Identify factors which influence organisational change and understand techniques to recognise the opportunities and threats presented by change.</li><li>3. Understand techniques for successful operational planning and resource management.</li><li>4. Identify performance measures to assess successful operational planning and resource management.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Recognise and describe the different forms of service delivery systems within the context of the hospitality and tourism industries:</b></p> <ul style="list-style-type: none"><li>• Different forms of service sector organisations and compare and contrast their resource requirements, identifying the key operational areas within each sector.</li></ul>	



- Component parts of a system i.e. the inputs, process, outputs and the feedback mechanism which then influences the inputs.

**Outcome 2: Identify factors which influence organisational change and use techniques to recognise the opportunities and threats presented by change:**

- Use of techniques such as SWOT and PESTLE analysis (in a simple format) to investigate current operations.

**Outcome 3: Understand techniques for successful operational planning and resource management:**

- Operational planning.
- Key drivers in the planning process.
- Resources required for successful operational planning and resource management.
- Factors impacting on manpower planning within the context of the service sector.
- Relationship between time and productivity.

**Outcome 4: Identify performance measures to assess successful operational planning and resource management:**

- Importance of analysing performance and resource management.
- Impact of analysing performance and resource management on future inputs into the system.
- Key drivers of business performance.
- How to use techniques for analysing past performance.
- Approaches for trend analysis.
- Techniques for Capacity Management.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Business Entrepreneurship In Hospitality Tourism</b>
<b>UNIT CODE:</b>	BM3033
<b>Ofqual URN:</b>	F/506/0301
<b>TYPE OF UNIT:</b>	Business Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
BM3303	
<b>UNIT AIMS</b>	
<p>This unit will introduce to learners the concept of entrepreneurship in the context of the hospitality and tourism industries. Learners will investigate the characteristics of entrepreneurship and the importance of entrepreneurs in the current and future development of the industry.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Understand the role played by entrepreneurs in the hospitality and tourism industries.</li> <li>2. Understand an entrepreneurial culture.</li> <li>3. Understand entrepreneurship, intrapreneurship and management.</li> <li>4. Understand a business start-up.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Understand the role played by entrepreneurs in the hospitality and tourism industries:</b></p> <ul style="list-style-type: none"> <li>• Comparison of past and present entrepreneurs in the hospitality and tourism industries.</li> <li>• Personal attributes (strengths and weaknesses) of an entrepreneur, e.g. creativity and innovation, risk taker, desire to be own employer, identifying opportunities and exploiting opportunities.</li> <li>• Impact of entrepreneurs within the hospitality and tourism industries.</li> </ul>	
<p><b>Outcome 2: Understand an entrepreneurial culture:</b></p> <ul style="list-style-type: none"> <li>• Enterprise culture.</li> <li>• Factors that contribute to enterprise culture.</li> <li>• Outcomes of enterprise culture.</li> </ul>	

- Growth of franchising as a vehicle for developing a business.

### **Outcome 3: Understand entrepreneurship, intrapreneurship and management:**

- Entrepreneurship, intrapreneurship and management.
- Development of these concepts within a specific sector.
- How entrepreneurial skills can be developed within a large organisation.
- How traditional management functions may be retained in an entrepreneurial organisation, e.g. brand standards management in a franchise led company.

### **Outcome 4: Understand a business start-up:**

- Development of new ideas and the plan for starting an enterprise based upon them.
- Availability of finance, advice and support for business start-ups.
- Role of support organisations for business.
- How to assess the business environment using the PESTLE model.
- How to draft an outline business plan.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 8.2 BUSINESS MARKETING AND SALES

<b>UNIT TITLE:</b>	<b>Merchandising and Selling in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	BS3023
<b>Ofqual URN:</b>	J/506/0302
<b>TYPE OF UNIT:</b>	Business Marketing and Sales Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
BS3302	
<b>UNIT AIMS</b>	
<p>This unit will facilitate the learner's understanding of the tools and techniques available in merchandising and selling in the hospitality and tourism industries. The learner will develop an awareness of the role and functions of merchandising and the application of the appropriate techniques in a variety of different industry contexts.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Outline the role of merchandising techniques in the hospitality and tourism industries.</li> <li>2. Understand the stages and the processes of selling.</li> <li>3. Explain the importance of customer care in the selling environment.</li> <li>4. Understand what is required for the purposes of safe display and merchandising.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Outline the role of merchandising techniques in the hospitality and tourism industries:</b></p> <ul style="list-style-type: none"> <li>• Merchandising in the hospitality and tourism context.</li> <li>• Reasons for merchandising.</li> <li>• Merchandising techniques and their value in the sale situation.</li> <li>• Different markets for merchandising in the hospitality and tourism industries.</li> </ul>	
<p><b>Outcome 2: Understand the stages and the processes of selling:</b></p> <ul style="list-style-type: none"> <li>• Stages of selling.</li> </ul>	

- Concept and practice of direct and in-direct selling.
- Face-to-face selling.
- Contribution of in-house sales and promotional activity.
- Psychology of purchasing.

**Outcome 3: Explain the importance of customer care in the selling environment:**

- Background to customer care when selling.
- Basic elements of customer care in the selling process.
- Skills related to the process of selling.

**Outcome 4: Understand what is required for the purposes of safe display and merchandising:**

- Health and safety requirements.
- Security requirements.
- Government legislation.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Pricing and Promotions for Hospitality and Tourism</b>
<b>UNIT CODE:</b>	BS3033
<b>Ofqual URN:</b>	J/506/1286
<b>TYPE OF UNIT:</b>	Business Marketing and Sales Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
BS3303	
<b>UNIT AIMS</b>	
<p>This unit will facilitate the learner's understanding of the importance of pricing and promotions within the retail sales environment for the hospitality and tourism industries. The learner will be introduced to a range of skills which will assist in identifying and applying an appropriate sales tool to maintain and enhance sales.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Understand the development of common pricing strategies and techniques adopted by hospitality and tourism.</li> <li>2. Explain pricing and price promotion methods.</li> <li>3. Understand promotional activity and evaluation techniques for promotional activities.</li> <li>4. Identify the legal and ethical issues surrounding pricing and promotional practices.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Understand the development of common pricing strategies and techniques adopted by hospitality and tourism:</b></p> <ul style="list-style-type: none"> <li>• Factors influencing pricing decisions.</li> <li>• Internal and external factors that influence pricing decisions.</li> <li>• Stages involved in setting prices.</li> <li>• Significance of pricing in the pre-encounter marketing mix.</li> <li>• How SWOT analysis can be used in pricing strategies.</li> <li>• How PESTLE analysis can assist in pricing strategies and techniques.</li> </ul>	

**Outcome 2: Explain pricing and price promotion methods:**

- Difference between cost-led pricing and profit-led pricing.
- Difference between competition-led pricing and market-led pricing.
- Yield management.

**Outcome 3: Understand promotional activity and evaluation techniques for promotional activities:**

- 4Ps - Product, Place, Price and Promotion - of the marketing mix.
- Advertising.
- Planning and evaluation techniques for promotional activity.

**Outcome 4: Identify the legal and ethical issues surrounding pricing and promotional practices:**

- Ethics of pricing and promotion.
- National and international agreements.
- 'Fair Trade' in relation to the consumer.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

### 8.3 CONSUMER MANAGEMENT

<b>UNIT TITLE:</b>	<b>Improving the Customer Experience in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	CM3023
<b>Ofqual URN:</b>	R/506/0304
<b>TYPE OF UNIT:</b>	Consumer Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
CM3302	
<b>UNIT AIMS</b>	
This unit will facilitate an understanding of the processes and interactions that contribute to the improvement of the customer experience in the hospitality and tourism industries. The learner will recognise the importance of the management of touch points in the customer relationship and how these impact both positively and negatively on the customer experience.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:  <ol style="list-style-type: none"><li>1. Identify the differences between the customer and consumer.</li><li>2. Understand the international consumer and their attitudes, beliefs and behaviours.</li><li>3. Understand how to measure consumer satisfaction.</li><li>4. Explain the importance of monitoring and controlling customer service.</li><li>5. Describe the impact that staff training has on the customer experience.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Identify the differences between the customer and consumer:</b> <ul style="list-style-type: none"><li>• How the customer and consumer are different.</li><li>• Consumption process within hospitality and tourism services.</li><li>• Decision making units e.g. the family, the business.</li><li>• Differences between parents and children as customers.</li><li>• Differences between employers and employees as customers.</li></ul>	



**Outcome 2: Understand the international consumer and their attitudes, beliefs and behaviours:**

- Awareness of the international consumers' customs, norms and behaviours.
- Cultural awareness and etiquette.
- Non-offensive behaviour.

**Outcome 3: Understand how to measure consumer satisfaction.**

- 'Moments of truth'.
- 'Critical incidents'.
- Benefits of customer satisfaction.
- Indicators of quality and quality dimensions.
- Service standards, such as: people standards; product standards; presentation standards; and process standards.
- 'Quality cycle' e.g. 'plan, do, check and act'.
- Use and variety of comment cards to illicit responses from the consumer.

**Outcome 4: Explain the importance of monitoring and controlling customer service:**

- Causes of failure or error in customer service.
- Ways to measure customer satisfaction.
- Concepts of service process and customer feedback.
- Path of customer consumption – identifying 'moments of truth'.
- Key service elements: time, stock availability, convenience, frequency, reliability, quality and completion.

**Outcome 5: Describe the impact that staff training has on the customer experience:**

- How recruitment, induction and advancement can impact on the quality of service.
- Value of staff training and its impact on the quality of service.
- Appraisal of staff performance and its impact on the quality of service.
- How to gain commitment from employees and its impact on the quality of service.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Quality Assurance for Hospitality and Tourism Customers</b>
<b>UNIT CODE:</b>	CM3033
<b>Ofqual URN:</b>	Y/506/0305
<b>TYPE OF UNIT:</b>	Consumer Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
CM3303	
<b>UNIT AIMS</b>	
<p>This unit will enable learners to understand the systems and processes involved in providing a quality assured experience for the consumer in the hospitality and tourism industries. The learner will apply knowledge to develop the skills required for recognising and managing systems and processes and to rectify defects.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Explain the concept of service quality.</li> <li>2. Explain 'good practice' in dealing with customer complaints.</li> <li>3. Examine methods utilised in the measurement of service performance.</li> <li>4. Outline the importance of guest information management.</li> <li>5. Describe the need for total quality management and continuous improvement in service provision.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Explain the concept of service quality:</b></p> <ul style="list-style-type: none"> <li>• Service quality.</li> <li>• SERVQUAL (Service Quality Gap Analysis) dimensions.</li> <li>• Determinates of service quality.</li> <li>• Customer expectations: the gaps between service provision and customer expectations.</li> <li>• Cost of service quality to the industry.</li> <li>• International Management Standards ISO 9001 / ISO 14000.</li> </ul>	

### **Outcome 2: Explain 'good practice' in dealing with customer complaints:**

- What to say and what not to say when dealing with customer complaints.
- 'Empathy with customers'.
- 'Forget the excuses'.
- 'Take ownership of the problem'.
- Techniques for restoring customer faith in a business by replacing lost value.
- Role of compensation in dealing with customer complaints.

### **Outcome 3: Examine methods utilised in the measurement of service performance:**

- Key areas for measurement: profitability, market performance, resource utilisation and people performance.
- Measurement methods that facilitate positive and negative customer feedback.
- Importance of never ignoring comments from customers.

### **Outcome 4: Outline the importance of guest information management:**

- Importance of gaining and appreciating the customer point of view.
- Different points of contact between management and guests.
- Difference between formal and informal data.
- Importance and use of guest history information.
- Different types of feedback systems: comment cards, speaking to and listening to guests, automated systems, mystery shoppers/guests and point of sale and loyalty programmes.

### **Outcome 5: Describe the need for total quality management and continuous improvement in service provision:**

- Reasons for putting performance and customer data to good use.
- How to involve staff in achieving quality to improve service provision e.g. quality circles.
- How instilling a culture of improvement and ownership of a situation improves service provision.
- Need for evaluation of efforts to establish and manage service quality.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 8.4 FINANCE AND BUSINESS PLANNING

<b>UNIT TITLE:</b>	<b>Budget and Forecast Preparation in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	FP3023
<b>Ofqual URN:</b>	D/506/0306
<b>TYPE OF UNIT:</b>	Finance and Business Planning Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
FP3302	
<b>UNIT AIMS</b>	
<p>This unit provides an overview of the setting of business objectives and the preparation of budgets. The unit focuses on the need for budgets and forecasts, the nature of the processes involved and the details within each process. Learners will be provided with tools and techniques to use in order to prepare simple budgeted statements in the hospitality and tourism industries.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"><li>1. Identify key business objectives for different types of business.</li><li>2. Explain simple budgeted statements for profit.</li><li>3. Explain how to plan for resource requirements and additional finance.</li><li>4. Understand the basic principles of budgetary control.</li><li>5. Understand the behavioural aspects of budgeting.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Identify key business objectives for different types of business:</b></p> <ul style="list-style-type: none"><li>• Objectives for sales.</li><li>• Objectives for profit.</li><li>• Importance of return on investment.</li><li>• Interests of key business stakeholders.</li></ul>	
<p><b>Outcome 2: Explain simple budgeted statements for profit:</b></p> <ul style="list-style-type: none"><li>• Simple techniques for forecasting sales.</li></ul>	

- Historical data for budgeting.
- Variable costs.
- Fixed costs and overheads.

**Outcome 3: Explain how to plan for resource requirements and additional finance:**

- The concept of cash.
- Forecasting of cash inflows and outflows.
- Principles of cash flow forecasting.
- Cash flow problems and how to avoid them.

**Outcome 4: Understand the basic principles of budgetary control:**

- How to benchmark business performance year on year and with other businesses.
- Meaning of variance between actual and budgeted performance.
- Key "drivers" of business performance.
- Differences between the value of rolling budgets and fixed budgets.

**Outcome 5: Understand the behavioural aspects of budgeting:**

- How budgets can be used to motivate staff teams and encourage participation.
- Techniques for improving the budgeting process.
- How to prepare for participation in budget reviews.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Developing a Business Plan In Hospitality and Tourism</b>
<b>UNIT CODE:</b>	FP3033
<b>Ofqual URN:</b>	H/506/0307
<b>TYPE OF UNIT:</b>	Finance and Business Planning Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
FP3303	
<b>UNIT AIMS</b>	
This unit will provide the learner with an understanding of the structure and key components required in the development of a business plan. The learner will be introduced to a range of skills and knowledge that support the business planning process in the hospitality and tourism industries.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> <li>1. Know how to produce a rationale for a proposed business idea.</li> <li>2. Recognise the resources required for the business, including sources of finance required to launch the business.</li> <li>3. Explain the legal status and the regulations affecting a business.</li> <li>4. Explain how to build a framework for a business plan.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Know how to produce a rationale for a proposed business idea:</b></p> <ul style="list-style-type: none"> <li>• Business Unique Selling Point (USP).</li> <li>• How to conduct market research to identify the intended market, customers and competition.</li> <li>• How to carry out a SWOT analysis for the proposed business idea.</li> <li>• How to conduct a PESTLE analysis, for the proposed business idea.</li> </ul>	
<p><b>Outcome 2: Recognise the resources required for the business, including sources of finance required to launch the business:</b></p> <ul style="list-style-type: none"> <li>• How to prepare a plan of the skills required for the proposed business.</li> <li>• How to compile a forecast of the wage and salary costs.</li> </ul>	

- How to identify and forecast operational and overhead costs.
- How to produce a long term forecast for capital expenditure.

### **Outcome 3: Explain the legal status and the regulations affecting a business:**

- Laws and regulations affecting a business.
- Range of trading status available and evaluate the best trading status for the proposed business.
- How to access business advice from external advisors.

### **Outcome 4: Explain how to build a framework for a business plan:**

- Key components required in preparing a business plan.
- Audience for the business plan.
- Requirements for attracting funding and finance.
- How to produce a sales and marketing plan.
- How to compile basic financial projections.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 8.5 HUMAN RESOURCES MANAGEMENT

<b>UNIT TITLE:</b>	<b>Recruitment and Retention in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	HM3023
<b>Ofqual URN:</b>	K/506/0308
<b>TYPE OF UNIT:</b>	Human Resources Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
HM3302	
<b>UNIT AIMS</b>	
<p>This unit will enable learners to understand the principles of recruitment and selection and the key stages of the recruitment and selection process in the hospitality and tourism industries. Learners will be able to identify the key factors to make sure that recruitment and selection criteria meet the organisation's business needs and goals.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Understand best practice to prepare job descriptions and person specifications.</li> <li>2. Understand a variety of approaches to recruitment.</li> <li>3. Outline the components of the selection process and their significance.</li> <li>4. Know how to prepare a programme of induction.</li> <li>5. Understand the significance of staff development.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Understand best practice to prepare job descriptions and person specifications:</b></p> <ul style="list-style-type: none"> <li>• Job evaluation.</li> <li>• Key elements of a job description.</li> <li>• Job content and competence requirements for a specific job.</li> <li>• How to prepare a person specification for a job.</li> </ul>	
<p><b>Outcome 2: Understand a variety of approaches to recruitment:</b></p> <ul style="list-style-type: none"> <li>• Different recruitment methods.</li> </ul>	



- Positive and negative aspects of using external agencies to fill vacancies.
- How to prepare a job advertisement and identify where to place it.

**Outcome 3: Outline the components of the selection process and their significance:**

- Different types of application letters and curriculum vitae and discuss their merits.
- Different types of interview.
- Techniques for conducting interviews.
- How to evaluate the interview process.
- Selection methods, e.g. group exercises, in-tray exercises, psychological testing and peer rating.

**Outcome 4: Know how to prepare a programme of induction:**

- Planning process for induction.
- Use of mentors and other methods of support during the induction process.
- Use of staff induction manuals and induction check lists during the induction process.
- 'Induction Crisis'.

**Outcome 5: Understand the significance of staff development:**

- Staff motivation and needs in relation to staff development.
- Concept of managing career development through staff appraisals.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Target Setting and Monitoring Performance in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	HM3033
<b>Ofqual URN:</b>	M/506/0309
<b>TYPE OF UNIT:</b>	Human Resources Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
HM3303	
<b>UNIT AIMS</b>	
<p>This unit provides the learner with the opportunity to explore some of the widely used target setting and performance management techniques used in the work place. The unit explains the importance of performance management for improving overall business performance and to benefit the organisation. The learner will be introduced to skills which will assist in setting realistic operational targets and in implementing performance management techniques to achieve realistic operational targets.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Understand the principles of setting operational and personal objectives and targets.</li> <li>2. Understand the nature of performance measures and their relationship to setting objectives.</li> <li>3. Explain the terms 'competence' and 'competency analysis' in relation to setting operational and personal objectives and targets.</li> <li>4. Understand how to conduct performance and development reviews.</li> <li>5. Explain the principles of coaching and counselling.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Understand the principles of setting operational and personal objectives and targets:</b></p> <ul style="list-style-type: none"> <li>• Nature of an objective.</li> <li>• Difference between work and personal objectives.</li> <li>• Characteristics of good objectives.</li> </ul>	

**Outcome 2: Understand the nature of performance measures and their relationship to setting objectives:**

- Concept and principles of performance measurement.
- Explore what should be measured.
- Criteria for performance measures.
- Different types of performance measures.

**Outcome 3: Explain the terms 'competence' and 'competency analysis' in relation to setting operational and personal objectives and targets:**

- Nature of core and generic competences.
- Competency.
- How to identify good and poor performance.

**Outcome 4: Understand how to conduct performance and development reviews:**

- How to assess results against agreed targets.
- Techniques for giving feedback.
- Performance review skills.

**Outcome 5: Understand the principles of coaching and counselling:**

- Basic elements of coaching.
- Role of the mentor.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 8.6 LEGISLATIVE MANAGEMENT

<b>UNIT TITLE:</b>	<b>Managing Risk in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	LM3023
<b>Ofqual URN:</b>	H/506/0310
<b>TYPE OF UNIT:</b>	Legislative Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
LM3302	
<b>UNIT AIMS</b>	
This unit will introduce the learner to the key concepts involved in identifying and managing 'risk' in a business context. The learner will develop an understanding of critical risk factors within the hospitality and tourism business and be introduced to the tools required to carry out risk assessments.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:  <ol style="list-style-type: none"><li>1. Outline the reasons for businesses to implement an effective risk management strategy.</li><li>2. Identify the consequences upon businesses from not having an effective risk management strategy.</li><li>3. Outline how government legislation can assist in forming an effective risk management strategy.</li><li>4. Identify and discuss the component parts of an effective risk management plan.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Outline the reasons for businesses to implement an effective risk management strategy:</b> <ul style="list-style-type: none"><li>• Implementation of policies for reducing the impact of risks, disasters and/or crises upon a business.</li><li>• Potential risks either internal or external that may affect a business.</li><li>• Examples of disasters that have affected businesses within the global marketplace.</li><li>• How an effective risk management strategy may reduce the impact of disasters and crises on a business.</li><li>• Use of environmental scanning as an effective risk management tool.</li></ul>	

**Outcome 2: Identify the consequences upon businesses from not having an effective risk management strategy:**

- Potential damage that may affect a business and its reputation.
- How crises and disasters can affect a business' reputation if no strategic policy is implemented.
- How national and local governmental policies can affect businesses.
- Ways in which damage can occur to a business through not having an effective risk management strategy in place.

**Outcome 3: Outline how government legislation can assist in forming an effective risk management strategy:**

- Implementation of food safety legislation and HACCP (Hazard Analysis Critical Control Point) as risk management tools.
- Effects of the implementation of the 'Health and Safety at Work Act' as a tool for managing risk; e.g. manual handling.
- How the implementation of the 'Anti-terrorism Crime and Security Act' is important to the hospitality and tourism industries.

**Outcome 4: Identify the component parts of an effective risk management plan:**

- Uses of internal and / or external audits.
- Different types of audits that can be used to manage risk.
- Internal and external agencies that can assist with developing a risk management policy.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Employment Law in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	LM3033
<b>Ofqual URN:</b>	K/506/0311
<b>TYPE OF UNIT:</b>	Legislative Management Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
LM3303	
<b>UNIT AIMS</b>	
This unit will facilitate the learner's understanding of the key elements of employment law as applied to the hospitality and leisure industries. Learners will recognise the critical issues in compliance with the appropriate legislation from both the manager's and employee's perspective.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> <li>1. Describe the processes involved in the recruitment and selection of employees.</li> <li>2. Identify and describe the key areas of employment.</li> <li>3. Understand all aspects of equal opportunities in the workplace.</li> <li>4. Outline the key aspects of grievance and disciplinary procedures.</li> <li>5. Explain the procedures involved in the termination of employment.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Describe the processes involved in the recruitment and selection of employees:</b>	
<ul style="list-style-type: none"> <li>• Fair procedures for employment.</li> <li>• Equal opportunities in the recruitment and selection process.</li> <li>• Data protection and processing of personal data in the recruitment and selection process.</li> <li>• Offers of employment in the recruitment and selection process (salary and employee benefits).</li> </ul>	
<b>Outcome 2: Identify and describe the key areas of employment:</b>	
<ul style="list-style-type: none"> <li>• Contract of employment (induction and trial period, dress codes, working hours and remuneration).</li> <li>• Performance appraisal.</li> </ul>	

- Training and continuing professional development.
- Annual leave entitlements and other absences (jury leave, sabbaticals, compassionate leave).
- Statutory requirements concerning sickness, self-certification and statutory sick pay (SSP).
- Statutory requirements concerning maternity, paternity and parental leave.
- Statutory requirements concerning health and safety in the workplace.

### **Outcome 3: Understand all aspects of equal opportunities in the workplace:**

- Legal requirements regarding equal opportunities and cultural awareness, and discuss how to ensure that they are met in the workplace.
- Legal definitions regarding harassment and bullying, and discuss how to deal with them in the workplace.
- Laws regarding disability and race relations, and how they impact on the workplace.
- Advice and support agencies.

### **Outcome 4: Outline the key aspects of grievance and disciplinary procedures:**

- Performance appraisal.
- Code of conduct.
- Staff handbook.
- Grievance procedures.
- Disciplinary procedures (gross misconduct, verbal warnings, written warnings).
- Right of representation and of appeal.
- Advisory bodies that can help in grievance and disciplinary situations e.g. trade unions, ACAS (Advisory, Conciliation and Arbitration Service).

### **Outcome 5: Explain the procedures involved in the termination of employment:**

- Procedures involved in resignation and period of notice.
- Leaving procedures and retirement.
- Legal requirements regarding notice and pay.
- Redundancy procedures.
- Career development, mentoring and job seeking as adjuncts to the termination of employment process.

## **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

## 8.7 PROFESSIONAL DEVELOPMENT

<b>UNIT TITLE:</b>	<b>Career Planning Tools for Hospitality and Tourism</b>
<b>UNIT CODE:</b>	PD3023
<b>Ofqual URN:</b>	M/506/0312
<b>TYPE OF UNIT:</b>	Professional Development Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
PD3302	
<b>UNIT AIMS</b>	
This unit will introduce the learner to a range of career planning tools that are available in support of their own professional development. Learners will be encouraged to apply these tools in developing and monitoring their own career profile.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:  <ol style="list-style-type: none"><li>1. Understand how to conduct a personal skills analysis.</li><li>2. Understand how to investigate appropriate career information.</li><li>3. Understand how to review career information and prepare an action plan.</li><li>4. Understand how to prepare for job seeking.</li></ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Understand how to conduct a personal skills analysis:</b> <ul style="list-style-type: none"><li>• How to review skills, motivation and interests, for example: career related and personal interests; work priorities; motivational factors and previous work experiences.</li><li>• Key features of self-assessment tools to identify career goals.</li><li>• Skills gaps.</li><li>• Process of skills acquisition, work experience, access further training and achieve qualification requirements.</li></ul>	



**Outcome 2: Understand how to investigate appropriate career information:**

- Process of career information search using the Internet.
- Process of career information searching using hard copy resources.
- Role of professional bodies in career development.

**Outcome 3: Understand how to review career information and prepare an action plan:**

- Key stages in a personal development action plan.
- Place of role of regular reviews when following a personal action plan.

**Outcome 4: Understand how to prepare for job seeking:**

- Key elements in a Curriculum Vitae (CV).
- Importance of covering letter, and identify the key information to be included within it.
- Process of interview preparation.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>Information and Research Handling in Hospitality and Tourism</b>
<b>UNIT CODE:</b>	PD3033
<b>Ofqual URN:</b>	T/506/0313
<b>TYPE OF UNIT:</b>	Professional Development Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
PD3303	
<b>UNIT AIMS</b>	
This unit will develop the learner's knowledge to source, evaluate and use information in a professional and business context. The learner will recognise and apply research skills in the acquisition and validation of information and in the objective presentation of information to facilitate the decision making process.	
<b>LEARNING OUTCOMES</b>	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> <li>1. Understand the research skills required to source and access information.</li> <li>2. Understand how to review primary information and secondary information sources.</li> <li>3. Explain how to review and use information.</li> <li>4. Understand how to prepare information in a way that will facilitate decision making.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<b>Outcome 1: Understand the research skills required to source and access information:</b>	
<ul style="list-style-type: none"> <li>• Range of sources that support research and personal development.</li> <li>• How to assess the value of each source in relation to the task in hand.</li> </ul>	
<b>Outcome 2: Understand how to review primary information and secondary information sources:</b>	
<ul style="list-style-type: none"> <li>• Primary information that would be useful to the hospitality and tourism industries.</li> <li>• Sources of secondary information relevant to the hospitality and tourism industries.</li> </ul>	
<b>Outcome 3: Explain how to review and use information:</b>	
<ul style="list-style-type: none"> <li>• How to review collected information for its content, relevance, currency, accuracy and</li> </ul>	

authoritative statements.

- Importance of compiling accurate records throughout the process.
- How to carry out database search by using appropriate search engines.
- Importance of compiling notes on an ongoing basis, using clear and concise language.
- Different forms of gathered information.
- Relevance of gathered information.
- Importance of further information review to identify additional sources before final presentation.

#### **Outcome 4: Understand how to prepare information in a way that will facilitate decision making:**

- How to prepare information in a structured and logical way.
- Presenting conclusions clearly, concisely and using factual evidence.
- Importance of constructive feedback from others.
- Importance of consistency of style and layout.
- Referencing sources of information correctly.

### **ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

<b>UNIT TITLE:</b>	<b>French Language Skills for Hospitality</b>
<b>UNIT CODE:</b>	PD3043
<b>Ofqual URN:</b>	Y/506/0417
<b>TYPE OF UNIT:</b>	Professional Development Option Unit
<b>LEVEL:</b>	Level 3
<b>UNIT REVIEW DATE:</b>	31 / 12 / 2017
<b>GUIDED LEARNING HOURS:</b>	10
<b>EXEMPTION CRITERIA</b>	
PD3304	
<b>UNIT AIMS</b>	
<p>This unit will facilitate the learner's understanding of professionally appropriate language skills in the cultural context of the hospitality and tourism business activity. The learner will be encouraged to recognise and understand business imperatives and benefits in enhancing the cultural awareness of all stakeholders in the hospitality, leisure and tourism business context.</p>	
<b>LEARNING OUTCOMES</b>	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Identify the key staff roles of the French restaurant and catering industry.</li> <li>2. Identify vocabulary and use phrases to read a French menu.</li> <li>3. Understand a range of key phrases in French restaurants, bars and cafes.</li> <li>4. Understand a range of key French phrases for booking accommodation.</li> <li>5. Understand a range of key French phrases when using the telephone.</li> </ol>	
<b>UNIT CONTENT / ASSESSMENT CRITERIA</b>	
<p><b>Outcome 1: Identify the key staff roles of the French restaurant and catering industry:</b></p> <ul style="list-style-type: none"> <li>• Staff roles in a French restaurant.</li> <li>• Staff roles in the French catering industry.</li> </ul>	
<p><b>Outcome 2: Identify vocabulary and use phrases to read a French menu:</b></p> <ul style="list-style-type: none"> <li>• Organising a typical French menu.</li> <li>• Key vocabulary of menu terms.</li> </ul>	

**Outcome 3: Understand a range of key phrases in French restaurants, bars and cafes:**

- Key phrases and vocabulary used to make a restaurant reservation.
- Key phrases used to order food in restaurants, cafes and bars.
- Key phrases used to order wine and beverage in restaurant, cafes and bars.

**Outcome 4: Understand a range of key French phrases for booking accommodation:**

- Key phrases and vocabulary used to book accommodation.

**Outcome 5: Understand a range of key French phrases when using the telephone:**

- Useful business phrases when speaking French on the telephone.

**ASSESSMENT REQUIREMENTS**

The outcomes of this unit will be assessed in two parts:

1. Part 1 will consist of a short multiple-choice question (MCQ) test, that is, 20 MCQs to be answered in 30 minutes. The MCQ tests will be assessed electronically at an approved assessment centre and organised by your approved centre.
2. Part 2 will consist of a synoptic assessment paper which will be completed once the delivery of all units of the qualification has been completed (see Section 4.2 of this document for further details).

A mark of 50 percent or Grade D is required to pass the unit and synoptic assessment. All assessment requirements of the qualification must be passed to be certificated.

Published by the Institute of Hospitality.

This publication may not be reproduced, stored or transmitted in any form or by any means except with the prior permission in writing of the publisher, or in the case of reprographic reproduction in accordance with the terms and licences issued by the Copyright Licensing Agency.

## ABOUT THE INSTITUTE OF HOSPITALITY

The Institute of Hospitality represents professional managers in the hospitality and tourism industries and has a worldwide membership. The Institute of Hospitality is managed as an educational charity, and exists to benefit its members in their career and professional development, as well as continuing to improve industry sector standards. The primary purpose of the Institute of Hospitality is to:

“promote the highest professional standards of management and education in the international hospitality, leisure and tourism industries”.

The Institute of Hospitality Awarding Body is an awarding organisation regulated and accredited in England by:

Office of Qualifications and Examinations Regulation (Ofqual).

## CONTACT DETAILS

For further information or guidance please contact:

Institute of Hospitality Awarding Body  
Trinity Court  
34 West Street  
Sutton, Surrey SM1 1SH  
United Kingdom

Tel: +44 (0)20 8661 4900

Fax: +44 (0)20 8661 4901

Email: [awardingbody@instituteofhospitality.org](mailto:awardingbody@instituteofhospitality.org)

Web: [www.instituteofhospitality.org](http://www.instituteofhospitality.org)

The Institute of Hospitality Awarding Body documents can be found on the Institute of Hospitality Awarding Body's website [www.instituteofhospitality.org](http://www.instituteofhospitality.org) and virtual learning website <http://moodle.instituteofhospitality.org> or obtained directly from the Institute of Hospitality Awarding Body.