Qualification Specification

CTH (IoH) Level 3 Diploma in Hospitality Management

November 2020   **QAN: 603/6725/8**

Offered in partnership with the Institute of Hospitality

Gold standard qualifications for Hospitality, Culinary & Tourism

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1. Introduction

Overview

The objective of this Qualification Specification is to provide an overview of the **CTH (IoH) Level 3 Diploma in Hospitality Management** qualification.

This document includes the aim, size, structure and content including learning outcomes and assessment criteria for each unit, together with sample assessment/s.

There is guidance relating to the centre approval requirements, and delivery and assessment for this qualification, and details of grading criteria and the grading of units.

Further details regarding this qualification are available from CTH and contained within the more comprehensive Handbook.

Aims of the Qualification

The Diploma focuses on the supervisory aspects of the hospitality industry.

- To provide learners with a challenging qualification covering the core disciplines of management at a supervisory level within the hospitality industry.
- To enable learners to apply current knowledge of hospitality management concepts and theories.
- To provide learners with the tools and terminology necessary to understand how to supervise in a hospitality environment.
- To enable learners to make informed and confident decisions regarding the areas that they may supervise.
- To give learners the ability to enable them to manage their own professional development.
- To provide opportunities for learners to develop the necessary skills and competencies to move on to further study or employment.

Purpose of the Qualification

The Level 3 Diploma is a knowledge-based vocational qualification; the purpose is to provide a qualification that:

- Provides learners with an understanding of the hospitality industry and of the key functions within the sector.
- Enables learners to develop the essential skills to study within higher education.
- Provides for an effective academic progression route.
- Enables learners to gain credits towards higher education.

- Enables learners to develop higher level academic skills that can be applied in a vocational context.

On completion of the Level 3 Diploma, learners should be able to:

- Understand the concept of management.
- Appreciate the benefits that can be derived from supervising teams and themselves within hospitality.
- Develop an awareness of how to supervise people, and the responsibilities associated with a supervisory role.
- Understand the scope of the hospitality sector and the impact on consumers of its products and services.
- Acquire key management knowledge that is relevant to supervising in the hospitality sector.
- Become a more confident, informed and responsible supervisor.
- Understand what is required of a supervisor to take ownership of own management style.

Qualification Time Constraints

Learners are registered for 18 months and are required to re-register with CTH if they have not completed the full qualification they have registered for within an 18 month period.

Learners have until the notified end date to complete a full qualification, subject to it being offered by an approved centre; however it is normally anticipated that the Level 3 Diploma will be completed within one academic year. Learners may complete the qualification more quickly subject to the assessments being made available by the approved centre.

Access and Entry Requirements

The learner undertaking this qualification must already be involved in **supervising** others within a hospitality organisation.

Approved CTH Centres are responsible for ensuring learners meet the recommended admission requirements below, prior to admission and enrolment, and are deemed able to fulfil the demands of the course and successfully complete the qualification.

CTH would also expect approved Centres to undertake an initial assessment of each learner prior to the start of their programme to ensure they are able to provide the learner with any necessary additional support.

Requirements		Recommended Admission Requirements
All Learners	**Minimum Age**	20 at enrolment.
	English Language	All applicants without English as a first language must hold at least IELTS 5.0 or other evidence of competence in English at this level. The course is taught in English and assessed by written examinations in the English language.
	Education & Work Experience	The learner must already be involved in **supervising** others within a hospitality organisation. Learners entering with full-time secondary education up to the age of 16 (10 years school), plus minimum of 4 years of professional experience with supervising responsibilities within a hospitality organisation. Learners entering with full-time secondary education up to the age of 18 (10+2 years school), plus minimum of 2 years of professional experience with supervising responsibilities within a hospitality organisation.
	Technology	Students will need a computer or laptop with the internet for both access to online learning resources as well as for taking end of unit tests and the final synoptic exam. Learners must agree to being recorded whilst taking online assessments.

2. Centre Approval Requirements

Centre Approval

Prospective Centres should apply to become an approved CTH Centre in order to deliver this qualification. Please see the 'About CTH' page at the end of this specification for advice on the CTH approval process or if you wish to discuss your curriculum requirements.

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

Teaching Facilities

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

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

Centre Staffing

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

CTH will review the CV's of all teaching staff when a potential Centre seeks approval to deliver the qualification. Centres must appoint an Internal Verifier (IV) and have a named quality assurance lead.

Continuing Professional Development

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

3. CTH Support

CTH Delivery and Assessment Handbook

Centres approved to deliver this qualification will be provided with a comprehensive Delivery and Assessment Handbook designed for the qualification delivery team of teaching staff, quality assurance staff and administrators.

CTH Training

New CTH centres are offered a short induction session (delivered online in most cases) to help them prepare, then deliver their courses leading to CTH qualifications.

CTH also offers advice and guidance for teaching staff who may be delivering this qualification for the first time.

CTH Members Website and Resources

The CTH Members website resource is available for both Centre teaching staff and learners and contains a wealth of resources. Learners can access our online resource library including relevant e-books and journals from EBSCO.

Assessment Opportunities

The MCQ tests for each of the seven units are assessed online and on demand subject to certain criteria. Following successful completion of the seven units, learners are required to take the synoptic examination. This is offered at four assessment opportunities each year, with associated Exam Boards and Certification. Contact CTH or see the CTH website for the examination dates.

Assessment Responsibilities

Centres:
- Centres must register all learners with CTH prior to their commencement of delivery.
- Centres must ensure that all learners have government issued photographic identity documents before enrolment, which must include their date of birth. Acceptable documents include passport, driving licence or identity card. This must be available for verification at the start of each assessment.
- All CTH registration and qualification fees should be paid in full prior to starting the course.
- Contact CTH to arrange the online unit tests.

- Register learners for the synoptic examination by the deadlines for the chosen assessment period stated on the CTH website.

CTH:
- CTH processes registrations and payments prior to issuing access details for assessments.
- CTH will provide to all learners detailed instructions and requirements for sitting online assessments, including the remote invigilation system in place. The web-based system will monitor the learners whilst taking the online unit tests.
- Each unit is assessed by a single online test made up of 40 Multiple Choice Questions (MCQs) and made available by a secure web-based system. CTH writes the examination questions which will cover all Learning Outcomes.
- After each unit test, the system automatically generates provisional test results, using marking specifications from CTH. These provisional results are made available to learners immediately after completion of the assessment.
- The synoptic exam consists of short essay questions. This can be offered in a centre-invigilated environment.
- The CTH system records both the sound and video of learners whilst taking online assessments.
- CTH staff mark all synoptic examination scripts.
- CTH carries out moderation for all unit tests and the synoptic examination, and as a consequence may adjust results.
- CTH Exam Board will review all results and moderation before final results are issued in the form of e-Certificates.

External Moderation

CTH carries out post-exam moderation and checks by reviewing a sample of exam recordings for each centre. This includes checks on student identity, and investigation of any suspected malpractice or other academic dishonesty.

The CTH Exam Board will review the results including marks adjusted following moderation. The Exam Board will consider reports, and further adjustments may be made before final marks are agreed and issued, in the form of e-certificates.

4. Qualification Level, Size and Structure

The Office of Qualifications and Examinations Regulation (Ofqual) regulates qualifications, examinations and assessments in England. The CTH Level 3 Diploma in Hospitality Management is a vocationally related qualification on the Ofqual Regulated Qualification Framework (RQF), and adheres to the regulations set out in the Ofqual Handbook. Ofqual regulated qualifications are recognised and trusted by parents, employers and educational establishments globally due to the stringent controls and quality assurance requirements Ofqual places on awarding organisations, qualifications and approved delivery centres.

Qualification Size

The qualification is designed to be delivered in 420 hours of TQT (Total Qualification Time) of which 154 are Guided Learning Hours (GLH). TQT is the total amount of time, in hours, expected to be spent by a learner to achieve a qualification.

Definitions

- **Guided Learning Hours – GLH**
  This is the amount of time the average learner is expected to spend in structured learning and practice.

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

The following activities are indicative of those included in TQT:

- Guided Learning Hours (GLH).
- Independent and unsupervised learning or research.
- Unsupervised coursework or directed activity.
- Watching pre-recorded webinars or podcasts.
- Work experience, self-study, visits to hospitality organisations.
- Review of course materials and revision for the examination.

Learners completing this qualification should be able to demonstrate their ability as independent learners by carrying out course-related activities outside structured learning.

Qualification Level

This qualification is at
- Level 3 on the Regulated Qualifications Framework in England (RQF).

CTH qualifications comply with level descriptors set by Ofqual, which are divided into two categories:

- Knowledge and Understanding.
- Skills.

The descriptors below set out the generic knowledge and skills associated with the typical holder of a qualification at that level.

Level 3 Knowledge descriptor:

The holder…

- Has factual, procedural and theoretical knowledge and understanding of a subject or field of work to complete tasks and address problems that while well-defined, may be complex and non-routine.

- Can interpret and evaluate relevant information and ideas.

- Is aware of the nature of the area of study or work.

- Is aware of different perspectives or approaches within the area of study or work.

Level 3 Skills descriptor:

The holder can…

- Identify, select and use appropriate cognitive and practical skills, methods and procedures to address problems that while well-defined, may be complex and non-routine.

- Use appropriate investigation to inform actions.

- Review how effective methods and actions have been.

Qualification Structure

The qualification structure, units and sizing information for the CTH (IoH) Level 3 Diploma in Hospitality Management are summarised in the following table. Further details of each unit are included later in this specification.

CTH (IoH) Level 3 Diploma in Hospitality Management						
Learners must achieve all 7 units, providing 42 Credits, all at level 3.						
Credit Value (CV): 42				**QAN:** 603/6725/8		
Guided Learning Hours (GLH): 154 hours				**Total Qualification Time (TQT):** 420 hours		
Mandatory Units						
Unit Code	**Unit Title**	**L**	**CV**	**GLH**	**URN.**	**Assessment Method**
IOH3BMH	Business Management in Hospitality	3	6	22	Y/618/5024	An individual online test for each of the 7 units. Plus, a single overall synoptic written examination covering all unit learning outcomes.
IOH3MSS	Merchandising & Supervising Sales	3	6	22	D/618/5025	
IOH3DCF	Developing a Customer Focused Organisation	3	6	22	H/618/5026	
IOH3BFC	Budgeting, Forecasting and Cash Flow	3	6	22	K/618/5027	
IOH3MTP	Managing Teams and Performance Management	3	6	22	M/618/5028	
IOH3LHO	Legislation & Regulations Affecting Hospitality Operations	3	6	22	T/618/5029	
IOH3PDR	Personal Development and Research Skills	3	6	22	K/618/5030	
CTH Diploma Total (7 units)			**42**	**154**		

This qualification provides for progression to other qualifications, particularly to CTH's qualifications at Level 4. Further details of articulation agreements with universities can be obtained via the CTH website at: http://www.cthawards.com

5. Qualification Grading Criteria

All units must be passed to be awarded, and will be graded as either Fail, Pass, Merit or Distinction. Learners will receive a transcript of their results showing the grades for each unit successfully completed. Learners must pass all MCQ tests prior to taking the Synoptic Examination. The overall grade for the qualification will be based on the grade achieved in the Synoptic Examination, and learners will receive the e-Certificate showing either Pass, Merit or Distinction.

CTH operates the following grading scheme in respect of this qualification:

1. Assessments undertaken through **multiple choice questions (MCQs)**:

FAIL	PASS	MERIT	DISTINCTION
0% to 64%	65% to 74%	75% to 84%	85% +

2. Assessments undertaken through the short answer **synoptic assessment**:

Level 3 Diploma in Hospitality Management (Synoptic Examination)		
To achieve a Pass grade (40% to 59%), learners must:	**To achieve a Merit grade (60% to 69%), learners must:**	**To achieve a Distinction grade (70%+), learners must:**
• Meet the requirements of the assessment criteria and learning outcomes.	• Meet the requirements of the assessment criteria and learning outcomes. • Demonstrate a level of understanding of key issues in the area of study. • Interpret and evaluate correctly key concepts and models. • Apply a range of theories relevant to the area of study. • Use a range of research and investigative techniques. • Produce work that is well presented, clear and well structured, with sources clearly referenced.	• Meet the requirements of the assessment criteria and learning outcomes. • Demonstrate in depth understanding and knowledge of relevant issues and their implications in the area of study. • Provide a good level of interpretation and evaluation of concepts and models. • Show some evidence of original thinking. • Apply a range of theories in different contexts. • Use a range of research and investigative techniques to solve problems. • Make well-argued conclusions or recommendations. • Present work that is neat, clear, well-structured and coherent, with sources clearly referenced.

6. Assessment Methodology

Assessment Strategy

The assessment methodology consists of two parts, namely:

Part 1

This will consist of assessing each individual unit separately using the assessment methodology of MCQs which is delivered electronically. The features of the MCQ test are:

- The MCQs will be determined by the learning outcomes, assessment criteria and unit content of each unit (knowledge, understanding, and application) on which the learner is to be assessed.
- Each MCQ paper will pose 40 questions to the learner.
- Each MCQ paper will have a maximum of 60 minutes in which it can be completed.
- MCQ tests will be available by arrangement with CTH on demand. This allows learners to elect to take the MCQ paper at a time and place suitable to their learning needs and in accordance with their Centre's policies.
- Provisional results of the MCQ assessment will be made available to learners immediately after completion of the assessment. These are subject to CTH moderation.
- Learners will be expected to gain a minimum of 65% in their assessment to pass the unit.

Part 2

The whole qualification will be assessed using a synoptic examination. This will pose short answer questions exploring themes from across the seven units of the qualification. The features of the synoptic examination are:

- The examination will consist of seven compulsory short answer questions. A question may be made up of two or more parts.
- The examination paper will be marked out of 100 marks.
- Learners will have two hours to complete the examination. Learners will be given, in addition, 10 minutes reading time.
- Learners will be expected to gain a minimum of 40% in their assessment to achieve a pass.

Assessment Procedure

The learner will be expected to pass the MCQ assessment element for all 7 units prior to taking the synoptic examination, and needs to pass all MCQ assessments as well as the synoptic examination to be awarded achievement of the qualification. Each MCQ test result will be graded, as will the results of the synoptic examination.

Unit tests may be undertaken at any time agreed with CTH, and once a learner has registered and paid.

The synoptic examination will be available at each of the CTH four assessment periods. Please see CTH Awards website for further information.

Resit Opportunities

Learners who failed may resit either part of their assessments, provided their Centre has registered them with CTH for the resit and paid the appropriate fee. A minimum of two weeks is required before unit resits are allowed. Learners are restricted to taking only two resits for each unit, as well as the synoptic assessment.

See Section 8 for specimen assessment materials applicable to this qualification.

7. Qualification Units

Business Management in Hospitality				
Ofqual Unit Ref No.	Y/618/5024	**CTH Unit Ref:**		IOH3BMH
Unit Purpose and Aim(s)	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 in order to identify the application of that theory in a realistic business context within the international hospitality industry. They will also gain an understanding of the factors and key drivers which impact on day-to-day business planning and resource management.			
Unit Level	3			
Unit Size	**Guided Learning Hours (GLH)**	22 Hours	**Credit Value: (1 credit is 10 hours total study/TQT)**	6 Credits
Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all 7 units of the qualification have been completed.			
Learning Outcome 1	Understand established theories of management.			

Assessment Criteria

  1.1 Evaluate the different approaches to management used in different organisations.
  1.2 Explain the application of key management theories in the hospitality industry.
  1.3 Describe McGregor's Theory X and Y in relation to developing a positive management style.
  1.4 Explain the difference between the role of a leader versus the role of a manager.

Learning Outcome 2	Understand a range of organisational structures and their operating environment.

Assessment Criteria

  2.1 Explain different types of organisational structures.
  2.2 Compare different forms of business ownership.
  2.3 Compare the role of culture within hospitality organisations.
  2.4 Explain how the strength of an organisation can be assessed using SWOT and PESTLE/PEST analysis.
  2.5 Compare the resource requirements of different forms of hospitality service sector organisations, identifying the key operational areas within the sector.
  2.6 Describe the component parts of a system i.e. the inputs, process, outputs and the feedback mechanism which then influences the inputs.

Learning Outcome 3	Understand core management activities.

Assessment Criteria

3.1 Explain the key functions within a hospitality business - human resources management (HRM), accounting and finance, sales and marketing, and operations.
3.2 Evaluate the tasks of planning, organising, directing, controlling and innovating.
3.3 Identify the characteristics and skills of an effective manager.
3.4 Identify which factors influence organisational change and use techniques to recognise the opportunities and threats presented by change.

Learning Outcome 4	Understand techniques and performance measures for successful operational planning and resource management.

Assessment Criteria

4.1 Discuss the requirements involved in balancing revenue and expenditure.
4.2 Identify the key drivers in the operational planning process.
4.3 Describe the resources required for successful operational planning and resource management.
4.4 Describe Key Performance Indicators (KPI) including key tasks and key results.
4.5 Explain the importance of analysing performance and resource management on current and future inputs into the system.
4.6 Explain the factors impacting on manpower planning within the context of the service sector.

Merchandising and Supervising Sales

Ofqual Unit Ref No.	D/618/5025	CTH Unit Ref:	IOH3MSS

Unit Purpose and Aim(s)	This unit will develop the learner's understanding of the skills required to supervise a small sales team in the hospitality sector. Learners will investigate the tools and techniques available to both supervise sales, and in merchandising and selling, and develop an understanding of how these tools and techniques can be effectively applied in a variety of different situations. They will develop an awareness of the role and function of merchandising and their application.

Unit Level	3

Unit Size	Guided Learning Hours (GLH)	22 Hours	Credit Value: (1 credit is 10 hours total study/TQT)	6 Credits

Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all 7 units of the qualification have been completed.

Learning Outcome 1	Understand the skills and tools needed to operate an effective sales team in the hospitality industry.

Assessment Criteria

    1.1 Explain the scope of the sales function.
    1.2 Identify different selling techniques and the situations in which they can be applied.
    1.3 Compare sales and marketing and the major differences between the two.
    1.4 Identify the recent technology used within the sales function.
    1.5 Explain the key legal frameworks and government legislation covering sales and trading standards.

Learning Outcome 2	Identify tactical pricing and promotional techniques that are used within sales in the hospitality industry.

Assessment Criteria

    2.1 Identify internal and external factors that influence pricing decisions.
    2.2 Explain the different stages in setting prices and the significance of pricing in the pre-encounter marketing mix.
    2.3 Describe promotional techniques.
    2.4 Analyse pricing as a strategy for successful sales.

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

Assessment Criteria

- 3.1 Explain merchandising in the hospitality context.
- 3.2 Identify the reasons for merchandising.
- 3.3 Compare merchandising techniques and their value in the sale situation.
- 3.4 Identify different markets for merchandising in the hospitality industry.

Learning Outcome 4	Identify different methods of selling techniques, and running a sales team within the hospitality industry.

Assessment Criteria

- 4.1 Identify personal and face to face selling techniques.
- 4.2 Explain the requirements for direct and indirect selling by staff.
- 4.3 Describe promotional selling.
- 4.4 Explain the contribution of in-house sales and promotional activity.
- 4.5 Outline the psychology of purchasing.
- 4.6 Explain the ethical issues involved in running a small sales team.
- 4.7 Describe the time management issues involved in running a small sales team.

Learning Outcome 5	Explain the importance of customer care in the selling environment.

Assessment Criteria

- 5.1 Explain the importance of customer care when selling.
- 5.2 Identify the basic elements of customer care in the selling process.
- 5.3 Discuss the customer care skills and techniques related to the process of selling.

Learning Outcome 6	Understand what is required for the purposes of safe display and merchandising.

Assessment Criteria

- 6.1 Explain the health and safety requirements in relation to merchandising and safe displays.
- 6.2 Identify any security requirements of merchandising.
- 6.3 Explain current Government legislation in relation to merchandising.

Developing a Customer Focused Organisation

Ofqual Unit Ref No.	H/618/5026	CTH Unit Ref:	IOH3DCF

Unit Purpose and Aim(s)	This unit will develop the learner's understanding of the nature and importance of consumer relationships in the maintenance and development of a hospitality business. The learner will identify the components of effective consumer relationships and learn how to apply skills in the consumer encounter within the hospitality industry. This unit will also facilitate an understanding of the processes and interactions that contribute to the improvement of the customer experience in the hospitality industry. The learner will recognise the importance of the management of touch points in the customer relationship and how they impact both positively and negatively on the customer experience.

Unit Level	3

Unit Size	Guided Learning Hours (GLH)	22 Hours	Credit Value: (1 credit is 10 hours total study/TQT)	6 Credits

Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all 7 units of the qualification have been completed.

Learning Outcome 1	Understand how to manage customer service operations in hospitality.

Assessment Criteria

1.1 Identify who your customers are and their different requirements.
1.2 Explain the importance of anticipating customers' needs and preferences.
1.3 Identify the people skills needed for managing the customer experience.
1.4 Identify key aspects of managing the customer experience.
1.5 Describe how product knowledge, presentation and processes are involved in improving the customer experience.
1.6 Explain how to allocate resources to operations to enable efficient customer service.

Learning Outcome 2	Understand the concept of customer care in the hospitality industry.

Assessment Criteria

2.1 Identify the characteristics of different types of customer.
2.2 Define the scope of customer care including the wants and needs of internal and external customers.
2.3 Explain the use of customer segmentation in meeting customers' needs.
2.4 Describe customer retention and its importance in the hospitality industry.
2.5 Explain the influence of branding on customer loyalty.
2.6 Describe the features and rationale of a customer care programme.
2.7 Explain the principles of managing customer complaints.

Learning Outcome 3	Understand customer expectations in the hospitality industry.

Assessment Criteria

3.1 Explain the impact of good and poor customer service and behaviour on a customer's perceptions.
3.2 Explain the use of effective communication channels to support customer relationships.
3.3 Explain how "moments of truth" can reveal service failures.
3.4 Explain how customer expectations are managed.
3.5 Describe the concept of Customer Relationship Management (CRM) and how this is supported by IT systems.

Learning Outcome 4	Understand how to measure, monitor and control customer service.

Assessment Criteria

4.1 Explain the importance of measuring, monitoring and controlling customer service.
4.2 Identify the causes of failure or error in customer service.
4.3 Explain how to set customer service targets and standards for a department and a hospitality business.
4.4 Explain ways to measure customer satisfaction and how it can be assessed.
4.5 Explain the collection and use of customer information in the evaluation of customer service and continuous improvement.

Learning Outcome 5	Understand how employees within a hospitality business can affect the customer experience.

Assessment Criteria

5.1 Explain how recruitment, induction and advancement can impact on the quality of service.
5.2 Describe the impact of staff training on the customer experience.
5.3 Explain why staff appraisal and performance management is important within the hospitality industry.
5.4 Explain the importance of employee commitment and how it can be gained.

Budgeting, Forecasting & Cash Flow

Ofqual Unit Ref No.	K/618/5027	CTH Unit Ref:		IOH3BFC

Unit Purpose and Aim(s)	This unit will introduce the learner to the concepts involved in controlling and monitoring business finance in the hospitality industry. The learner will develop an understanding of the importance of the budgetary process as a control mechanism. There is an overview of the setting of business objectives and the preparation of budgets. The unit also 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 enable them to prepare simple budgeted statements in the hospitality industry.

Unit Level	3

Unit Size	Guided Learning Hours (GLH)	22 Hours	Credit Value: (1 credit is 10 hours total study/TQT)	6 Credits

Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all 7 units of the qualification have been completed.

Learning Outcome 1	Be able to describe key financial terms.

Assessment Criteria

1.1 Explain key financial terms used in the budgeting process.
1.2 Explain the key features of a Trading and Profit & Loss Account.
1.3 Explain the difference between variable costs, fixed costs and overheads.
1.4 Explain the key features of a Balance Sheet.

Learning Outcome 2	Understand the purpose of organisational objectives for profit making organisations.

Assessment Criteria

2.1 Explain the purpose of business, operational and financial objectives.
2.2 Describe financial targets and operational objectives relevant to the hospitality sector.
2.3 Explain the key features of objectives for sales and for profit.
2.4 Explain the importance of return on investment.
2.5 Describe the interests of key business stakeholders.
2.6 Use several tools to analyse a given business' performance to include sales, liquidity, efficiency and financial ratios.

Learning Outcome 3	Understand how to prepare budgets and compare budgets with actual results.

Assessment Criteria

3.1 Explain the main reasons for using budgets, and some of their limitations.
3.2 Explain the key stages in the budget preparation process and the key components.
3.3 Discuss the role of historical data for budgeting.
3.4 Explain the principles for preparing the costs to be included in a simple budget.
3.5 Prepare relevant operating budgets.
3.6 Discuss the meaning of variance between actual and budgeted performance.
3.7 Calculate variances between actual and budgeted figures and comment on the results.

Learning Outcome 4	Understand the purpose of, and how to devise, simple budgeted statements for sales, cash and assets.

Assessment Criteria

4.1 Discuss why sales mix is important and how it is calculated.
4.2 Explain simple techniques for forecasting sales.
4.3 Explain the data required to complete a sales budget based on internal and external knowledge about a business.
4.4 Describe a simple cash flow budget using basic financial data.
4.5 Describe a simple asset budget using basic financial data.

Learning Outcome 5	Understand how to plan for resource requirements and additional finance.

Assessment Criteria

5.1 Explain how to forecast cash inflows and outflows.
5.2 Describe the principles of cash flow forecasting.
5.3 Discuss key cash flow problems and how to avoid them.

Learning Outcome 6	Understand the basic principles of budgetary control.

Assessment Criteria

6.1 Explain how to benchmark business performance year on year, and with other businesses.
6.2 Discuss how budgets can be used to motivate staff teams and encourage participation.
6.3 Identify techniques for improving the budgeting process.
6.4 Explain how to prepare for participation in budget reviews.

Managing Teams & Performance Management

Ofqual Unit Ref No.	M/618/5028	CTH Unit Ref:	IOH3MTP

Unit Purpose and Aim(s)	This unit will develop an understanding of the nature and importance of the manager's role in managing and leading teams and team performance, and introduce a range of skills that contribute to the effective management of teams in the hospitality industry. It explains the importance of performance management and provides the learner with the opportunity to explore widely used target setting and performance management techniques used in the workplace.

Unit Level	3

Unit Size	**Guided Learning Hours** (GLH)	22 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	6 Credits

Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all 7 units of the qualification have been completed.

Learning Outcome 1	Understand the characteristics of effective teams.

Assessment Criteria

1.1 Explain the differences between working individually, in groups and in teams.
1.2 Compare different types of teams, including formal and informal teams, project teams and multidisciplinary teams.
1.3 Explain the benefits of teams and their formation.
1.4 Explain the qualities of successful teams and the factors that impact team effectiveness.
1.5 Identify internal and external barriers that can impact on effective teamwork.
1.6 Explain the Belbin Team Role Theory and diagnostic tools for defining roles within teams.

Learning Outcome 2	Understand how effective team leadership can develop team commitment and cooperation.

Assessment Criteria

2.1 Identify the characteristics of effective team leaders.
2.2 Explain the term leadership styles and discuss how to develop leadership skills.
2.3 Explain the benefits of adapting leadership styles to situational needs.
2.4 Describe how to delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome them.
2.5 Explain how to evaluate team member skills and provide opportunities for individual development.
2.6 Discuss monitoring team performance to ensure progress towards achievement of goals.

Learning Outcome 3	Understand the principles of operational and personal objectives and targets and their use in performance measurement and setting objectives.

Assessment Criteria

3.1 Explain the nature of an objective and the difference between work and personal objectives.
3.2 Identify the characteristics of good objectives.
3.3 Explain the concept and principles of performance measurement.
3.4 Explore what should be measured, the criteria and different types of performance measures.
3.5 Explain the nature of core and generic competences.

Learning Outcome 4	Understand how to conduct performance and development reviews.

Assessment Criteria

4.1 Explain how to implement formal performance management systems.
4.2 Explain how to conduct individual performance evaluations openly and fairly.
4.3 Describe how to complete and file performance management records.
4.4 Discuss the importance of agreeing on courses of action with colleagues and the follow-up in the workplace.

Learning Outcome 5	Understand the principles of coaching and counselling.

Assessment Criteria

5.1 Monitor ongoing performance through regular performance reviews and by maintaining close contact with the workplace and colleagues.
5.2 Regularly provide colleagues with guidance and support to enhance their work performance.
5.3 Provide recognition and rewards for achievements and outstanding performance.
5.4 Identify need for further coaching or training and organise according to organisational policies.

Legislation & Regulations Affecting Hospitality Operations

Ofqual Unit Ref No.	T/618/5029	CTH Unit Ref:		IOH3LHO

Unit Purpose and Aim(s)	This unit will develop the learner's understanding of the critical components in ensuring businesses comply with appropriate consumer and employment legislation; and the impact and implications associated with non-compliance on the business activity for the hospitality industry. It will also facilitate the learner's understanding of the key elements of employment law as applied to the hospitality industry. Learners will recognise the critical issues in compliance with the appropriate legislation from both the manager's and employee's perspective.

Unit Level	3

Unit Size	**Guided Learning Hours** (GLH)	22 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	6 Credits

Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all 7 units of the qualification have been completed.

Learning Outcome 1	Understand the legislation aimed at providing a safe environment for customers and employees.

Assessment Criteria

1.1 Explain the concept of 'Duty of Care' and how it impacts on businesses within the hospitality industry.
1.2 Explain how fire safety legislation provides a safe environment for consumers and employees.
1.3 Describe why health and safety legislation provides a safe environment to consumers and employees.
1.4 Explain the importance of adhering to food safety legislation.
1.5 Describe the key elements of the 'Consumer Protection' legislation.
1.6 Describe the key elements of the 'Data Protection' legislation.
1.7 Explain how local legislation impacts on the design and implementation of price lists and menu displays.
1.8 Explain how local laws covering 'Contract and Sale' and the 'Supply of Goods' protect consumers.

Learning Outcome 2	Understand the legislation aimed at protecting employees in hospitality organisations.

Assessment Criteria

2.1 Outline the key elements of the local legislation on 'employment rights'.
2.2 Evaluate the impact of employees' pay and working practices legislation on the business.
2.3 Explain how employee rights are affected during mergers and acquisitions.
2.4 Explain legal requirements regarding equal opportunities and cultural awareness and discuss how to ensure that they are met in the workplace.

2.5 Explain legal definitions regarding harassment and bullying and discuss how to deal with them in the workplace.
2.6 Explain laws regarding disability and race relations, and how they impact on the workplace.
2.7 Explain how laws covering discrimination protect consumers and employees.
2.8 Explain the impact of current migrant worker legislation on the hospitality industry.

Learning Outcome 3	Describe the formal processes involved in the recruitment, selection and employment of employees.

Assessment Criteria

3.1 Describe the concept of fair procedures for employment.
3.2 Explain the implementation of equal opportunities in the recruitment and selection process.
3.3 Explain the process of offering employment.
3.4 Compare a range of contracts of employment.
3.5 Compare performance appraisal systems.
3.6 Explain the purpose of employee and management training and continuing professional development.

Learning Outcome 4	Outline the formal aspects of grievance, disciplinary and termination procedures.

Assessment Criteria

4.1 Describe the use and format of grievance procedures.
4.2 Explain the format of disciplinary procedures and the role of advisory bodies.
4.3 Explain the procedures involved in leaving procedures including resignation, redundancy and retirement.
4.4 Explain the legal requirements regarding notice periods and payment.
4.5 Discuss career development, mentoring and job seeking as adjuncts to the termination of employment process.

Personal Development and Research Skills			
Ofqual Unit Ref No.	K/618/5030	**CTH Unit Ref:**	IOH3PDR
Unit Purpose and Aim(s)	This unit will facilitate the learners' abilities to reflect and review their own professional strengths and weaknesses and to develop career objectives. They will develop their ability to source, evaluate and use information in a professional and business context through the use of research skills to acquire and validate information and present it to aid the decision making process.		
Unit Level	3		

Unit Size	**Guided Learning Hours** (GLH)	22 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	6 Credits

Unit Assessment is by:	This unit will be assessed in two parts: 1. An online MCQ test with 40 questions to be answered in 60 minutes. 2. A synoptic assessment which will be completed once the delivery of all units of the qualification have been completed.

Learning Outcome 1	Understand how to identify career development needs and establish objectives and activities for their achievement.

Assessment Criteria

- 1.1 Analyse previous and current work experience, skills and knowledge.
- 1.2 Assess skills and knowledge gaps within a current job role.
- 1.3 Explain how personal goals relate to career and business goals.
- 1.4 Develop a plan to achieve SMART objectives.
- 1.5 Identify the learning strategies and development activities that can be undertaken to achieve objectives.
- 1.6 Analyse a range of learning styles most suited to achieving planned objectives.

Learning Outcome 2	Understand how to monitor, review and reflect on progress towards the achievement of planned objectives.

Assessment Criteria

- 2.1 Explain how to track progress towards the achievement of personal objectives.
- 2.2 Critically compare performance feedback from a range of sources.
- 2.3 Explain the benefits of personal reflection on achieved objectives in the context of planned objectives.
- 2.4 Explain how work objectives may be revised in the light of feedback received on personal performance.

Learning Outcome 3	Understand the research skills required to source and access information relevant to the hospitality industry.

Assessment Criteria

3.1 Identify the range of sources that support research within hospitality.
3.2 Explain how to access relevant primary information.
3.3 Explain how to access secondary information for research.
3.4 Assess the value of each source in relation to the task in hand.

Learning Outcome 4	Explain how to research, review and use information.

Assessment Criteria

4.1 Explain how to evaluate and analyse relevant information to achieve the aims and purpose of the report.
4.2 Explain how to compile accurate records throughout the research process.
4.3 Describe how to carry out a database search by using appropriate search engines.
4.4 Discuss the importance of compiling notes on an ongoing basis.
4.5 Explain the importance of further information review to identify additional sources before final presentation.

Learning Outcome 5	Understand how to prepare information in a way that will facilitate decision making.

Assessment Criteria

5.1 Describe how to structure material in a logical and coherent order.
5.2 Discuss how to prepare a report according to the instructions provided.
5.3 Describe how to present information in a structured and logical way.
5.4 Explain what is included in a written report.
5.5 Explain how to present findings and conclusions clearly, concisely and using factual evidence.
5.6 Explain how to reference sources of information using the Harvard Referencing system.

8. Sample Assessments

Assessment Example	
Unit	Developing a Customer Focused Organisation
Unit Ref. No.	H/618/5026
Assessment Type	Multiple choice questions assessment
Time Allowed	60 minutes

Unit Test - Sample MCQ Questions

Please note: All questions are compulsory and one mark is awarded for each correct answer.

Question 1	Hotels form part of the hospitality industry. Which one of the following best describes the business of a hotel?	Select one X	1 Mark
	a. Businesses that offer accommodation, catering and service.	☐	
	b. Businesses that involve preparing and serving food and drink.	☐	
	c. Businesses that offer self-catering accommodation.	☐	

Question 2	What are the main influences for holidaymakers when choosing a hotel?	Select one X	1 Mark
	a. Fast check-in, currency exchange.	☐	
	b. Internet, meeting rooms.	☐	
	c. Location, price, facilities.	☐	

Question 3	Customer service is categorised by its 'intangibility'. What does this mean?	Select one X	1 Mark
	a. The presence of physical goods in a transaction process.	☐	
	b. The lack of physical goods in a transaction process.	☐	
	c. The lack of a uniform experience from one transaction to another.	☐	

Synoptic Written Examination - Sample Questions Based on a Case Study

Examination Instructions

- **Two hours** are allowed for this paper which carries a total of **100 marks.**
- Read these instructions carefully before answering any questions.
- Do not begin writing until instructed to by the invigilator.
- Non-programmable calculators are allowed in this examination.
- **All answers are to be written in <u>blue or black ink</u>.**
- Make sure that your **name, CTH membership number, centre name** and the **unit title** are clearly marked on the answer booklet and on any additional pages you hand in.
- You are allowed **10 minutes** to read through this paper before the examination starts.
- All questions are based on the case study provided.
- You must attempt all questions to gain a pass. The number of marks allocated to each question is given next to the question and you should spend time in accordance with that allocation.
- You may find it helpful to make rough notes in the answer booklet; these notes should be crossed out before handing the booklet in.
- Answer each new question on a new page and leave some blank lines between each part of the question.
- The answer booklet and the question paper must both be handed in to the invigilator before you leave the examination room.

Exam Questions

Please note: ALL questions are compulsory.

Question 1	Identify **two** key departments from the organisation in the case study and outline one weakness in each. Discuss what actions could be taken to remedy the weaknesses you have identified.	12 marks

Question 2	Recommend **three** different methods of promoting and selling the hotel and its facilities. Discuss the advantages and disadvantages of each with reasons. Explain which method you believe would be most successful.	15 marks

Question 3	Explain the term 'moments of truth' giving examples from the hotel in the case study. Recommend **four** ways the hotel can improve the guest experience in the food and beverage or front office or housekeeping departments.	**15 marks**
Question 4	The restaurant manager is planning a new promotion of internationally themed evenings in the restaurant. Discuss what should be considered when budgeting for each evening including setting the price for each event.	**15 marks**
Question 5	Identify **two** key departments from the organisation in the case study and explain how the department managers can improve team work within their departments.	**13 marks**
Question 6	The Hotel General Manager is currently revising the employee handbook. Identify and explain the importance of **two** specific and relevant pieces of legislation that should be included in the updated handbook. Give reasons for your choices.	**15 marks**
Question 7	In your recent performance appraisal your team leadership skills were highlighted as 'needs improvement'. Prepare a personal development plan to include five key actions you should take to improve your leadership performance.	**15 marks**

9. About CTH

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

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

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

Policies

CTH policies are available to Approved Centres and learners to refer to in the administration and the delivery of the programme.

Location

CTH's offices are located in central London, United Kingdom, within easy walking distance of underground and bus stops. We always welcome visits from Centres and encourage this wherever possible.

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