Qualification Specification

CTH Level 7 Executive Diploma in International Hospitality & Tourism Management

March 2021   **QAN: 603/7229/1**

Gold standard qualifications for Hospitality, Culinary & Tourism

CONTENTS

1. Introduction

Overview

The objective of this Qualification Specification is to provide an overview of the **CTH Level 7 Executive Diploma in International Hospitality and Tourism Management** qualification.

This document includes the aim, size, level, 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 Delivery and Assessment Handbook.

Purpose of the Qualification

The purpose is to provide a qualification that:

- Develops strategic skills to remain competitive for students who wish to pursue a management or leadership career in general business, hospitality and tourism industries.

- Provides students with the skills and mind-sets that allow them to operate within and lead international organisations in the rapidly changing hospitality and tourism environment.

- Encourages students to adopt an analytical and creative approach to problem solving through independent judgement and critical self-awareness, working as individuals or as part of a team.

- Offers students a thorough understanding of the key concepts and philosophies related to successful management of tourism and hospitality organisations.

- Provides transferrable specialist knowledge and skills that enable students to communicate and manage effectively within a multi-cultural environment.

- Develops skills of leadership through hospitality and tourism management education.

- Offers opportunities to students who wish to pursue managerial careers in general business, hospitality, and tourism industries.

- Develops flexible approaches to programme delivery and student support, which reflect the needs and expectations of our students.

- Provides a supportive and inclusive learning environment, which will enable success for all learners.

- Encourages the development of students' intellectual and imaginative powers, creativity, independent judgement, critical self-awareness, imagination and skills that will enhance global employment opportunities on graduation in all programmes.

- Establishes a culture of constant improvement in learning, teaching and assessment that is anticipatory, enabling, supportive and rewarding.

- Provides a learning experience that is informed by research, scholarship, reflective practice and engagement with industry and the professions.

Access and Entry Requirements

The entry requirements below are intended for guidance only as applicants may apply with a wide variety of backgrounds and qualifications.

Approved CTH Centres are responsible for checking applications against the following admission requirements and ensuring students can fulfil the demands of the qualification prior to admission and enrolment.

Learners must have an appropriate level of academic skills or be given support by centres to acquire the relevant study skills at degree level for this qualification.

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

Requirements		Recommended Admission Requirements
All Students	**Minimum Age**	22 at enrolment.
	English Language	All students without English as a first language must hold at least IELTS 6.0 or other evidence of competence in English at this level such as a University letter confirming the student's degree course was delivered and assessed in English.
	Study Skills	The course requires independent study and research outside the classroom, extensive reading around the subject and use of academic referencing (Harvard style) in written assignments. Assessment is by written assessments and examinations; high level English language and academic study skills are essential.
UK Students		1. CTH Level 6 Professional Diploma, or 2. Bachelor's degree with Honours in hospitality, tourism or business management from a recognised UK university, or other recognised relevant qualification at Level 6.
International Students		1. CTH Level 6 Professional Diploma, or 2. Recognised degree in a relevant hospitality and/or tourism and/or business management subject, which must be equivalent to a UK Bachelor's degree with Honours. Evidence of degrees or other recognised qualifications outside the UK should be evaluated through UK NARIC.

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 Rooms

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

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

Centre Staffing

Staff delivering this qualification must be able to demonstrate that they meet the following requirements:

- Be occupationally competent or technically knowledgeable in the area for which they are teaching.
- Have recent relevant experience in the specific area that they will be assessing or verifying.
- Hold a teaching qualification as well as a relevant degree at least at UK degree level.

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 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 training for centre markers and Internal Verifiers, and for teaching staff who may be delivering a unit for the first time.

CTH Members Website and Resources

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

Assessment Opportunities

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

Assessment Responsibilities

Centres must:

- Register students as CTH Members no later than 4 weeks after starting to teach the course.
- Register students for each assessment submission within the timescales stated on the CTH website.
- Hold at least two (maximum three) progress tutorials with each student per assignment unit which must be fully documented and signed by the centre marker and the student.

- Ensure students understand how to avoid academic dishonesty and check that work in progress and that submitted to CTH is the students' own.
- Send the following assessment evidence to CTH electronically via the CTH Hub: student assignments (Word versions only), completed mark sheets, signed student & centre marker declarations of authenticity, and compulsory progress tutorial record forms.
- Prepare students for examinations via worked questions in class and mock exams.
- Centres are responsible for the marking and internal verification of assessments using the mark sheets provided.

CTH:

Assignments:

- CTH produces all assignment briefs and makes these available to centres.
- CTH uses Turnitin to check all assignments for similarity, then moderates student work.

Examinations:

- All examinations are set by CTH, who distributes these electronically to Centres.
- Student exam scripts are returned to CTH, with attendance sheets, seating plans and any other documentation including special consideration forms, invigilators reports, suspected malpractice reports.
- CTH staff mark and also moderate all exam scripts.

The CTH Exam Board meets four times a year to review all moderated assessment results, taking into consideration special considerations and mitigating circumstances, reports from the Malpractice Panel, and other information including previous results over time. The Exam Board will ratify all results before publication.

Internal Verification

An internal verifier (IV) is a designated person, internal to the centre, who has responsibility for verifying and signing off the assessment outcomes and providing feedback to the assessors. They should have a good understanding of the units/qualifications being assessed.

The Centre internal verifier assures the quality of the assessment process within the Centre. Internal verifiers must sample assessment decisions using a sampling plan, which takes into account a risk assessment which has been conducted as part of the centre's internal QA strategy.

Internal verifiers should also plan the observation of centre markers during any practical assessments, especially to support new centre markers, and provide constructive feedback.

4. Qualification Level, Size and Structure

The Office of Qualifications and Examinations Regulation (Ofqual) regulates qualifications, examinations and assessments in England. The CTH Level 7 Executive Diploma in International Hospitality and Tourism 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 1,200 hours of TQT (Total Qualification Time) of which 360 are Guided Learning Hours (GLH). TQT is the total amount of time, in hours, expected to be spent by a student to achieve a qualification.

Definitions

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

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

The following activities are indicative of those included in TQT:

- Guided Learning (GLH) when the lecturer is present, e.g. formal classes, lectures, seminars, tutorials, supervised assessment such as exams or observed practice.
- Independent and unsupervised learning or research.
- Unsupervised coursework or directed activity.
- Watching pre-recorded webinars or podcasts.
- Work placement, self-study, visits to hospitality or tourism outlets, revision and time spent on written assignments.

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

Qualification Level

This qualification is at:
- Level 7 on the Regulated Qualifications Framework in England (RQF), equivalent to
- Level 7 on the European Qualification Framework (EQF).

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

Level 7 Knowledge descriptor:

The holder…

- Reformulates and uses practical, conceptual or technological knowledge and understanding of a subject or field of work to create ways forward in contexts where there are many interacting factors.

- Critically analyses, interprets and evaluates complex information, concepts and theories to produce modified conceptions.

- Understands the wider contexts in which the area of study or work is located.

- Understands current developments in the area of study or work.

- Understands different theoretical and methodological perspectives and how they affect the area of study or work.

Level 7 Skills descriptor:

The holder can…

- Use specialised skills to conceptualise and address problematic situations that involve many interacting factors.

- Determine and use appropriate methodologies and approaches.

- Design and undertake research, development or strategic activities to inform or produce change in the area of work or study.

- Critically evaluate actions, methods and results and their short- and long-term implications.

Qualification Structure

The qualification structure, units and sizing information for the CTH Level 7 Executive Diploma in International Hospitality and Tourism Management are set out in the following table. Further details of each unit are included later in this specification.

CTH Level 7 Executive Diploma in International Hospitality and Tourism Management					
Students must achieve all 8 mandatory units, providing a combined 120 credits all at level 7.					
Credit Value (CV): 120			**QAN:** 603/7229/1		
Guided Learning Hours (GLH) for Qualification: 360			**Total Qualification Time (TQT) for Qualification:** 1200		
Mandatory Units					
Unit Code	**Unit Title**	**L**	**CV**	**GLH**	**URN.**	**Assessment Method**
7SM	Strategic Management	7	15	45	M/618/6633	Closed book written examination
7MF	Managerial Finance	7	15	45	T/618/6634	Coursework assessment - Case Study
7OMHT	Operations Management in Hospitality & Tourism	7	15	45	A/618/6635	Closed book written examination
7MCEM	Marketing & Customer Experience Management	7	15	45	F/618/6636	Coursework assessment – Marketing audit (50%) – Multimedia presentation (50%)
7GHRM	Global HRM Strategies	7	15	45	J/618/6637	Coursework assessment - Assignment
7DM	Destination Management	7	15	45	L/618/6638	Research paper
7EPM	Events & Project Management	7	15	45	R/618/6639	– Coursework assessment - Event management plan (group) report & presentation (70%) – Post-event (individual) reflective report (30%)
7RMHT	Research Methods in Hospitality & Tourism	7	15	45	J/618/6640	– Coursework assessment Assignment (80%) – Presentation (20%)
Executive Diploma Total (8 units)			**120**	**360**		

Progression Opportunities

Completion of this qualification enables progression:

- Into the Hospitality or Tourism industry at a managerial level.
- To a university Master's degree. Note that students wishing to 'top-up' their CTH Level 7 qualification to a Master's degree may need to have up to 2 years post-graduation work experience and IELTS 6.5 when applying to some universities.

Progression Opportunities

5. Qualification Grading Criteria

Individual units can be graded as either Fail, Pass, Merit or Distinction. The qualification is also graded. In terms of certification, this means that students will receive a transcript of their results showing the grades for each unit successfully completed, plus the Diploma that recognises their level of achievement.

The following table explains the generic grading criteria that should be used by centres in conjunction with the unit mark schemes to assess all students' work.

Level 7		
To achieve a Pass grade (40% to 59%), students must:	**To achieve a Merit grade (60% to 69%), students must:**	**To achieve a Distinction grade (70%+), students must:**
• Demonstrate evidence of critical analysis and evaluation. • Demonstrate very good use of research techniques. • Demonstrate evidence of original thinking. • Apply theories, principles and concepts beyond the area of study to create insights into complex or conflicting information or situations. • Form clear and coherent and justified conclusions. • Make substantiated judgements and recommendations in a complex field of study. • Demonstrate a good understanding and application of research techniques. • Make well-formulated and fully justified conclusions. • Use a wide range of academic sources to inform their thinking, judgements and conclusions. • Present work clearly, accurately and professionally, conforming with agreed conventions, including Harvard Style Referencing. • Meet the requirements of the AC and LOs.	• Good critical analysis and evaluation. • Good understanding of current research, knowledge and issues in the area of study. • Significant originality with very clear ideas. • Applies theories, principles and concepts beyond the area of study to create insights into complex or conflicting information or situations. • High level of coherence and logic in drawing conclusions. • Makes substantiated judgements and recommendations in a complex field of study. • Comprehensive understanding and application of research techniques. • Well formulated and fully justified conclusions. • Use a wide range of academic sources to inform their thinking, judgements and conclusions. • Present work that is articulate and professionally presented in conformity with agreed conventions, conforming with agreed conventions, including Harvard Style Referencing. • Meet the requirements of the AC and LOs.	• High level of critical analysis and evaluation. • Broad and deep understanding of current research, knowledge and issues in the area of study. • Highly original thinking. • Applies theories, principles and concepts beyond the area of study to create original insights into complex or conflicting information or situations. • Exceptional clarity of complex ideas with excellent coherence and logic in drawing conclusions. • Makes substantiated judgements and recommendations in a complex field of study. • Critical understanding and application of research techniques. • Very clearly formulated and fully justified conclusions that are clearly communicated. • Use a wide range of academic sources to inform their thinking, judgements and conclusions. • Present work that is persuasively argued and professionally presented in conformity with agreed conventions, conforming with agreed conventions, including Harvard Style Referencing. • Meet the requirements of the AC and LOs.

6. Assessment Methodology

Given the broad and highly varied nature of the Tourism and Hospitality business, assessment of knowledge purely by examination is not generally felt to be an appropriate assessment method. Students need to demonstrate their higher-level skills and qualities specified in the learning outcomes within a heterogeneous vocational context where investigative assignments and presentations are more appropriate.

Assessment of students' work will be carried out by a range of methods including assignment, presentation, essay examination or work assessment. Students' work will be measured against the specified learning outcomes and assessment criteria of each unit. Mark schemes are provided for each unit and grading criteria are set out below to assist centre markers in allocating marks.

For students who wish to progress to a university degree course, CTH recommends that where a unit offers a choice of assessment method, students should carry out assignments rather than practical assessments.

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

7. Qualification Units

Strategic Management				
Ofqual Unit Ref No.	M/618/6633	**CTH Unit Ref:**		7SM
Unit Purpose and Aim(s)	This unit aims to challenge the concept of strategy, its scope, purpose and outcomes, and provides a practical outline of a number of different approaches to strategic management. The unit also highlights the globalization of technologies and markets and looks at the role of strategic alliances and international collaborations in establishing and nurturing competence for the achievement of strategic advantage. Students will develop their ability to assess the strengths and weaknesses of each situation working on real practical situations.			
Unit Level	7			
Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits
Unit Assessment is by:	Closed book written examination.			
Learning Outcome 1	Understand how to critically analyse situations and determine which different theoretical models have valid application in differing organisational contexts.			

Assessment Criteria

    1.1 Demonstrate knowledge and an understanding of the different Schools of Management Thought.
    1.2 Compare and contrast different theoretical models and their characteristics.
    1.3 Identify and analyse theoretical models that best apply to a particular organisational context.
    1.4 Make justified recommendations as to which theoretical models best apply to a particular organisational context.

Learning Outcome 2	Have a critically informed understanding of the participants, potential conflicts of interest and risks involved in strategic management.

Assessment Criteria

    2.1 Identify and critically analyse the key factors and participants to take into account in strategic management.
    2.2 Evaluate areas of potential conflict in the strategic decision process.
    2.3 Assess the suitability, acceptability and feasibility of alternative strategies.
    2.4 Identify the risks when taking a strategic decision.
    2.5 Diagnose the role of ethics in the strategic decision-making process.
    2.6 Demonstrate an understanding of the organizational structure and cultural constraints in the strategic decision-making process.
    2.7 Make justified recommendations regarding the selection of appropriate strategic action.

Learning Outcome 3	Be able to synthesise knowledge of other management functions into critical aspects of strategy and the strategic process.

Assessment Criteria

3.1 Evaluate the resources and ability to analyse competitive and core competencies, value chain analysis and benchmarking.
3.2 Evaluate the various elements of conducting stakeholder analysis.
3.3 Explain the strategy implementation process, its importance and how to gain organizational support.

Learning Outcome 4	Be able to analyse environmental and operational business issues into a set of specific strategic intents.

Assessment Criteria

4.1 Identify and critically assess the external macro and micro environmental factors in strategic management.
4.2 Assess the internal macro and micro environmental factors in strategic management.
4.3 Demonstrate an understanding of how to conduct industry analysis.
4.4 Understand the role of scenario planning and its relevance to manage environmental change and complexity.

Managerial Finance

Ofqual Unit Ref No.	T/618/6634	CTH Unit Ref:	7MF

Unit Purpose and Aim(s)	The aim of this unit is to explore key accounting and finance practice and the associated decision-making tools within organisations. It covers the nature of accounting and finance tools within hospitality and tourism business environments, and considers appropriate management techniques to help identify strategic options through a wide range of business scenarios. Students will gain significant knowledge on the type of financial information that is routinely produced by organisations for internal and external use and will develop their ability to critically evaluate and interpret financial information.
Unit Level	7

Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits

Unit Assessment is by:	Coursework assessment – Case study.

Learning Outcome 1	Be able to select and apply appropriate accounting and finance tools and techniques to help identify and evaluate strategic options.

Assessment Criteria

1.1 Demonstrate knowledge of the different types of financial information and how it is routinely produced by organisations for internal and external use.
1.2 Identify and apply appropriate accounting techniques to critically analyse and interpret financial information.

Learning Outcome 2	Know how to make informed financial judgements based on the outcome of accounting analyses.

Assessment Criteria

2.1 Synthetize financial data.
2.2 Critically analyse and interpret financial information.
2.3 Understand the significance of the relationship between financial and non-financial indicators of business performance.
2.4 Evaluate the strategic performance of a business and recommend appropriate performance measures.
2.5 Critically appraise the techniques used and the information to which they have been applied.

Learning Outcome 3	Be able to investigate and critically evaluate the legal framework in which judgements are being made.

Assessment Criteria

3.1 Demonstrate a critical understanding of the compliance and application of legal aspects within a variety of business environments.
3.2 Demonstrate an understanding of the internal and external environments that interfere in a business organisation.

Learning Outcome 4	Understand how to assess the need to adapt techniques in a changing commercial environment.

Assessment Criteria

4.1 Understand the objectives of preparing management information.
4.2 Identify the information needs of management and contribute to the development of appropriate systems.
4.3 Apply techniques to evaluate management decisions in relation to costing, pricing, product range and marketing strategy.

Operations Management in Hospitality and Tourism

Ofqual Unit Ref No.	A/618/6635	**CTH Unit Ref:**	7OMHT

Unit Purpose and Aim(s)	This unit aims to give students a critical understanding of the nature of operations management in travel, tourism and hospitality industries, focusing on present-day local and global customer experience developments. It also emphasises business awareness, proactive and logical thinking, research and critical analysis to help future managers make sound tactical and strategic customer experience management decisions on a local and global scale.

Unit Level	7

Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits

Unit Assessment is by:	Closed book written examination.

Learning Outcome 1	Understand the characteristics and scope of the hospitality and tourism sectors.

Assessment Criteria

 1.1 Identify and critically analyse the characteristics and scope of the hospitality sectors.
 1.2 Identify and critically analyse the characteristics and scope of the tourism sectors.

Learning Outcome 2	Understand the core concepts of service operations management and how they can be applied in the context of the hospitality and tourism sector.

Assessment Criteria

 2.1 Analyse the unit level and strategic operations in an international hotel.
 2.2 Critically review the managerial implications of the guest cycle.
 2.3 Critically review hospitality management theories.
 2.4 Demonstrate a critical understanding of the nature of service quality as a strategic objective and a source of customer satisfaction.

Learning Outcome 3	Understand the role of resources and people in operations management.

Assessment Criteria

 3.1 Demonstrate an understanding of the changing role of overseas travel representatives, travel agents and direct sales activities.
 3.2 Diagnose the implications of developing global alliances and collaboration and determine how to achieve competitive advantage and strategic positioning in the global hospitality and tourism market.
 3.3 Critically analyse the role of people in delivering operations and issues of management.

Learning Outcome 4	Understand and analyse the key issues which affect hospitality and tourism operations and ways in which they may be managed in the future.

Assessment Criteria

4.1 Determine and assess future concerns and operations management implications.
4.2 Determine how demand pricing concepts and methods by which the yield of capacity might be optimised.
4.3 Identify and critically analyse the way in which customers behave and choose services.
4.4 Make justified recommendations for improving hospitality and tourism operations.

Marketing and Customer Experience Management

Ofqual Unit Ref No.	F/618/6636	CTH Unit Ref:		7MCEM

Unit Purpose and Aim(s)	The aim of this unit is to explore the related theories of consumer behaviour within the tourism and hospitality industries, including the management of service quality and customer satisfaction. This unit examines the relationship between marketing and customer experience management following the customers' journey from their initial research through to post purchase behaviours and emphasizes the importance of value creation. Students will therefore develop the ability to keep abreast of the changing demands of customers and the ways in which they wish to be marketed to.

Unit Level	7

Unit Size	Guided Learning Hours (GLH)	45 Hours	Credit Value: (1 credit is 10 hours total study/TQT)	15 Credits

Unit Assessment is by:	Coursework assessment: marketing audit (50%) and multimedia presentation (50%).

Learning Outcome 1	Understand and evaluate the methods and financial impacts of customer experience management.

Assessment Criteria

1.1 Critically assess the financial impact of sound customer experience management.
1.2 Judge the methods that hospitality and tourism organisations adopt to ensure competitive advantage and maximise the customer experience.

Learning Outcome 2	Understand and evaluate the consumer decision-making process linked to tourism and hospitality buyer behaviour and satisfaction.

Assessment Criteria

2.1 Recognise and critically analyse how consumers perform and which are the factors that influence their buying behaviour.
2.2 Demonstrate a critical understanding of the nature of service quality as a source of customer satisfaction.
2.3 Assess the impact of customer experience on consumer behaviour.
2.4 Understand the role of strategic marketing planning to meet and/or exceed customers' expectations.

Learning Outcome 3	Understand how to analyse the impact of the environment on the marketing activities of tourism and hospitality organisations.

Assessment Criteria

3.1 Determine how external events can impact the marketing activities of tourism and hospitality organisations.

3.2 Examine the micro and macro environmental factors that influence the markets that tourism and hospitality organisations target.

Learning Outcome 4	Be able to conduct a strategic marketing analysis in either the tourism or the hospitality sector.

Assessment Criteria

4.1 Critically assess the role of PR in building customer relationships with tourism and hospitality organisations.

4.2 Critically analyse the role of marketing communications in tourism and hospitality.

4.3 Evaluate the factors that may affect the marketing analysis of a Hospitality or Tourism Organisation strategy.

4.4 Develop a communication plan to assist the implementation of strategy.

Global HRM Strategies

Ofqual Unit Ref No.	J/618/6637	**CTH Unit Ref:**	7GHRM

Unit Purpose and Aim(s)	Through theory, research, evidence and real-life case studies, students will develop skills to critically examine the challenges facing multinational organisations in managing their current and future work force.

Unit Level	7

Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits

Unit Assessment is by:	Coursework assessment: assignment.

Learning Outcome 1	Understand and examine HRM and the economic drivers in the international business environment.

Assessment Criteria

1.1 Demonstrate knowledge and a critical understanding of key theories, concepts and frameworks of strategic HRM.
1.2 Assess the main HRM theories and models in relation to economic drivers.
1.3 Critically establish how economic drivers influence HRM strategies.

Learning Outcome 2	Be able to evaluate the effectiveness of HRM strategies.

Assessment Criteria

2.1 Examine the ways and importance of building strategic relationships from labour relations to the executive board.
2.2 Analyse the organisational, national and culturally specific issues that influence the development and implementation of HRM strategy.
2.3 Evaluate how technological tools play an essential role in the efficiency and effectiveness of an organisation.
2.4 Make justified recommendations as to the strategic HRM direction for a Hospitality and Tourism Organisation.

Learning Outcome 3	Understand the management skills required in international business to successfully engage and win support from key stakeholders.

Assessment Criteria

3.1 Critically evaluate the theory and evidence about the relationship between HRM and organisational performance.
3.2 Identify and analyse the differences in approach to global HRM.
3.3 Critically evaluate the role of stakeholders and their impact on international business.

Destination Management				
Ofqual Unit Ref No.	L/618/6638	**CTH Unit Ref:**		7DM
Unit Purpose and Aim(s)	This unit critically evaluates the major challenges facing tourism development in the modern world and discusses prospective solutions which have been developed to help the tourism and travel industry achieve the goal of overall sustainability. A particular emphasis is given on the role and importance of strategic thinking for the management of tourism, examining various tourism planning approaches and discussing the role of tourism planning within the context of destination development.			
Unit Level	7			
Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits
Unit Assessment is by:	Examination (50%) and coursework assessment – destination audit (50%).			
Learning Outcome 1	Be able to critically evaluate the scope and complexities of effective destination management considering the perspective of its diverse range of stakeholders.			

Assessment Criteria

1.1 Demonstrate knowledge and a critical understanding of the frameworks used in the planning process and generic tourism models for environmental scanning and analysis.
1.2 Understand the function and the internal and external environment of destination management organisations.
1.3 Analyse the role of the destination image, issues and authenticity in destination management.
1.4 Assess and contrast management techniques employed in relation to a variety of stakeholders and a range of visitor segments.
1.5 Identify and critically analyse the opportunities, challenges and constraints of destination marketing.

Learning Outcome 2	Understand how to determine appropriate destination management theories and apply them to a specific destination.

Assessment Criteria

2.1 Demonstrate knowledge and a critical understanding of key theories, concepts and frameworks of destination management.
2.2 Compare and contrast the destination management theories and their implications in a specific destination.
2.3 Review the range and challenges in one or several tourist destinations.
2.4 Critically establish the role that visitors' typology plays in destination management.

Learning Outcome 3	Know how to evaluate the sustainability of hospitality and tourism operations on destinations.

Assessment Criteria

3.1 Critically investigate the economic, socio-cultural and environmental positive and negative impacts of tourism development.
3.2 Make a critical judgement of the economic, socio-cultural and environmental impacts of hospitality and tourism operations on destinations.
3.3 Make justified recommendations on how hospitality and tourism operations could be managed in a more sustainable manner.

Learning Outcome 4	Be able to conduct a strategic audit of a destination to develop strategy proposals and direction.

Assessment Criteria

4.1 Identify the basic elements of a tourism development plan.
4.2 Demonstrate a critical understanding of the purpose of the comprehensive master plan or strategy.
4.3 Present valid arguments regarding the long-term implications and benefits of management decisions to the tourism destination.
4.4 Make justified recommendations to avoid previously identified risks the tourism destination can face.

Events and Project Management

Ofqual Unit Ref No.	R/618/6639	CTH Unit Ref:		7EPM

Unit Purpose and Aim(s)	In this unit, students will gain knowledge and an understanding of traditional and emerging modes of application of project management philosophy in contemporary organisational environments. Students will also develop the skills to critically analyse and evaluate current project management practices in event organisations, and offer competent suggestions for improvements of existing event project management processes.

Unit Level	7

Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits

Unit Assessment is by:	Coursework assessment – event management plan (group) report and presentation (70%) and post-event (individual) reflective report (30%).

Learning Outcome 1	Demonstrate a critical understanding of the scale and scope of project management in the events industry.

Assessment Criteria

1.1 Explore how to set-up successful projects through a critical identification of the elements of time, costs and quality, objectives, risks and strategies within a project management philosophy and approach.
1.2 Demonstrate knowledge and a critical understanding of the roles, definitions, structures, stages of events and project management.

Learning Outcome 2	Understand how to critically review and analyse key principles and factors affecting events management and review their implications.

Assessment Criteria

2.1 Discuss of the factors affecting the organisation of a live event.
2.2 Demonstrate knowledge and application of event planning theory.

Learning Outcome 3	Prepare event plans to incorporate production and service techniques for one-off live event projects.

Assessment Criteria

3.1 Identify key stages in the planning of a live event concept from ideation to delivery.
3.2 Discuss the major opportunity and risk variables of organisational commitment to event operations.

Learning Outcome 4	Reflect on theoretical knowledge and understanding against practical situations and empirical data.

Assessment Criteria

  4.1 Evaluate the performance, profitability and level of stakeholder satisfaction post event.
  4.2 Reflect on their personal role and learning within the event team and apply work-based learning styles and approaches.

Research Methods in Hospitality and Tourism				
Ofqual Unit Ref No.	J/618/6640	**CTH Unit Ref:**		7RMHT
Unit Purpose and Aim(s)	This unit introduces students to the major theoretical perspectives, research strategies, and associated methodologies of management research within the context of tourism and hospitality businesses. Students will develop their ability to identify which theoretical perspectives are appropriate or necessary to research the hospitality or tourism industry-specific problems or issues. They will also learn how to plan, organise, present and write-up a research proposal for a dissertation, internship or industry related project; and to understand how to structure and present a dissertation or report.			
Unit Level	7			
Unit Size	**Guided Learning Hours** (GLH)	45 Hours	**Credit Value:** (1 credit is 10 hours total study/TQT)	15 Credits
Unit Assessment is by:	Coursework assessment - assignment (80%) and presentation (20%).			
Learning Outcome 1	Critically review a range of approaches and methods relevant to research in the tourism and hospitality industry.			

Assessment Criteria

1.1 Critically evaluate a range of research methods that can be applied to a hospitality or tourism context.
1.2 Critically evaluate a range of research tools that can be applied to a hospitality or tourism research project.
1.3 Assess the ethical considerations when undertaking hospitality, travel or tourism research projects.
1.4 Distinguish between inadequate and well-founded research project proposals with sound arguments.

Learning Outcome 2	Understand and critically apply the key concepts involved in developing a coherent research proposal.

Assessment Criteria

2.1 Use quantitative and qualitative techniques in a hospitality or tourism research project.
2.2 Critically compare alternative research techniques and evaluate their uses and limitations in the hospitality or tourism sector.

Learning Outcome 3	Understand how to critically review literature and the methods used in the chosen topic area prior to framing the research question.

Assessment Criteria

3.1 Critically evaluate information sources and their relevance for the research project.
3.2 Collect and analyse any primary data.
3.3 Synthesize extant literature and identify eventual gaps in knowledge that the empirical study addresses.

Learning Outcome 4	Understand how to prepare a research proposal which reflects practical industry benefit and demonstrates an understanding of validity, reliability and generalisation of key findings.

Assessment Criteria

4.1 Formulate a research plan for a hospitality or tourism organisation.
4.2 Formulate a set of clear and achievable research question and objectives.
4.3 Provide a theoretical foundation for the proposed study and substantiate the presence of the research problem.
4.4 Evaluate the results of a hospitality or tourism research project.
4.5 Make justifiable recommendations from the results of research undertaken.
4.6 Present the results of a hospitality or tourism research project.

8. Sample Assessments

Sample Assessment Material 1	
Unit	Strategic Management
Unit Ref. No.	T/618/6634
Assessment Type	Closed book written examination
Time Allowed	180 minutes for the examination, additional ten before to read through

Mock Examination: Instructions

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

Sample Exam Questions

Please note: all questions are compulsory.

Question 1	Compare and contrast two different theoretical models and their characteristics. Explain the application of one model within an international hospitality or tourism organisation.	25 marks

Question 2	Outline the goal of risk identification when taking a strategic decision. Evaluate the sub-goals that must be satisfied in order for the risk identification process to be complete.	25 marks

Question 3	Evaluate the stages in a typical benchmarking process when applied to an international tourism or hospitality organisation.	25 marks

Question 4	What are the different ways in which the external environment can be explored, and for what purposes?	25 marks

Sample Assessment Material 2	
Unit	Global HRM Strategies
Unit Ref. No.	J/618/6637
Assessment Type	Assignment

Assessment Task

This unit will develop critical analysis skills in students enabling them to examine global human resource management in the 21st century: emerging themes and contemporary debates that impact Hospitality and Tourism organisations worldwide. Students are required to prepare a 5,000-word report in which they demonstrate their ability to use a variety of analysis tools to facilitate analysis of the challenges facing multinational organisations in managing their current and future workforce, and their ability to respond and develop appropriate strategies.

Outline

The following areas should be evaluated in detail supported by examples from a global hospitality or tourism organisation:

- With reference to the international hospitality and tourism business environment:
    - ✓ Examine HRM theories and models in relation to economic drivers.
    - ✓ Critically evaluate how economic drivers influence HRM strategies.

- Evaluate the effectiveness of HRM strategies in an international Hospitality or Tourism Organisation:
    - ✓ Examine the importance of building strategic relationships within all levels of the workforce.
    - ✓ Explore how cultural issues impacts on the development and implementation of HRM strategy.
    - ✓ Recommend technological tools to improve effectiveness of the organisation.

- Analyse the factors that influence performance management, with a particular focus on:
    - ✓ The relationship between HRM and organisational performance.
    - ✓ Make recommendations on how to win stakeholders' support.
    - ✓ The use of workforce planning and analytics.
    - ✓ Performance management within a global organisation.

Students should demonstrate the application of theory and knowledge to their chosen organisation and ensure they have addressed the assessment criteria outlined in the mark sheet. The study should be concluded with detailed and well-justified analyses and an evaluation and/or recommendation. Relevant examples can also be quoted.

The Assignment Must:

- Include evidence that shows that the student meets Learning Outcomes and Assessment Criteria of the unit.
- Include a brief introduction to the assignment.
- Include an analysis and evaluation of the topic they discuss and facts should be used to support conclusions and recommendations.
- Make clear connections between theory and practice.
- Provide a demonstration of the practical application of theory in the workplace.
- Cite references in accordance with the Harvard System.
- Be presented in report format.
- Be within 10% of the required word count.
- May include additional information (e.g. working notes) which should be added as supplementary appendices to the report.

An electronic copy of the final assignment report should be submitted. This should include a front cover page with the student's and Centre Marker's declaration. The Progress Tutorial Record Forms signed by both Centre Marker and student must be submitted to CTH.

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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