



Level 4 Diploma in Advanced Hospitality and Tourism Management (VRQ)

Qualification Syllabus

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1. The Level 4 Diploma in Advanced Hospitality and Tourism Management Syllabus

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

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

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

2. Structure of the Diploma

2.1 The structure of the Level 4 Diploma in Advanced Hospitality and Tourism Management (VRQ) (the Level 4 Diploma) is made up of 22 units, of which the learner must complete seven Core (Mandatory) Units and seven of 15 Option Units to achieve the qualification.

2.2 The Core (Mandatory) units are the following:

CORE (MANDATORY) UNITS
BUSINESS MANAGEMENT
BM4014 Business Strategy for Hospitality and Tourism
BUSINESS MARKETING AND SALES
BS4014 Services Marketing for Hospitality and Tourism
CONSUMER MANAGEMENT
CM4014 Managing the Hospitality and Tourism Consumer
FINANCE AND BUSINESS PLANNING
FP4014 Managing Finance and Business Performance in Hospitality and Tourism
HUMAN RESOURCES MANAGEMENT
HM4014 Leadership and Management in Hospitality and Tourism
LEGISLATIVE MANAGEMENT
LM4014 Managing the Changing Legislation in Hospitality and Tourism
PROFESSIONAL DEVELOPMENT
PD4014 Managing Your Professional Development in Hospitality and Tourism

2.3 The Option units are the following:

OPTION UNITS (Select one unit from each business area)
BUSINESS MANAGEMENT
BM4024 Managing the Business Environment in Hospitality and Tourism OR BM4034 Business Ethics for Hospitality and Tourism
BUSINESS MARKETING AND SALES
BS4024 Marketing Management for Hospitality and Tourism OR BS4034 Marketing Communications for Hospitality and Tourism
CONSUMER MANAGEMENT
CM4024 Consumer Behaviour in Hospitality and Tourism OR CM4034 Customer Relationship Management for Hospitality and Tourism
FINANCE AND BUSINESS PLANNING
FP4024 Financial Planning and Control in Hospitality and Tourism OR FP4034 Presenting the Business Plan in Hospitality and Tourism
HUMAN RESOURCES MANAGEMENT
HM4024 Staff Development and Restructuring in Hospitality and Tourism OR HM4034 Mentoring Staff in Hospitality and Tourism
LEGISLATIVE MANAGEMENT
LM4024 Risk Management Strategies for Hospitality and Tourism OR LM4034 Human Resources Legislation in Hospitality and Tourism
PROFESSIONAL DEVELOPMENT
PD4024 Project Management for Hospitality and Tourism OR PD4034 Career Management in Hospitality and Tourism OR PD4044 French Language Skills for Hospitality Managers

- 2.4** Where learners are presenting other recognised units or are granted credit for specific Option Units within a business area up to two Option Units may be selected from other business areas providing that the Core Unit for the business area for which recognition or credit has been granted has been completed.
- 2.5** Up to 50% of an award may be made through other ‘recognised units’¹ providing these fit within the business areas of the qualification. Recognised company training programmes or Institute endorsed programmes may also be permitted. Application should be made to the Institute for recognition of other unit awards. A fee will be charged for this service.
- 2.6** Accreditation of Prior Certificated Learning (APCL) may be included in place of units provided that suitable and supported evidence of structured learning is presented.

¹ ‘Recognised units’ are those determined by the Institute’s Qualifications Review Panel

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

3. Strategy for Delivery

3.1 The strategy for the delivery of the units that make up the Level 4 Diploma is built upon the concept of a one day training programme supported by additional learning time.

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

3.3 Each unit within the Level 4 Diploma is made up of 20 GLH. The Level 3 Diploma is made up of 280 GLH.

4. Assessment Strategy

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

4.2 The assessment methodology consists of two parts, namely:

- i. Part 1 will consist of assessing each individual unit separately using the assessment methodology of multiple choice questions (MCQs) which is delivered electronically.
 - a. The formats of MCQs will be determined by the domain of learning (Knowledge, Understanding, and Application) on which the learner is to be assessed.
 - b. Each MCQ paper will pose 20 questions to the learner.
 - c. Each MCQ paper will be composed of MCQs with different formats, for example, True / False MCQs, Matching MCQs, and more complex MCQs using case study material.
 - d. Each MCQ paper will have a maximum of 40 minutes in which it can be completed.
 - e. The electronic assessment will be on-demand which allows learners to elect to take the MCQ paper at a time and place suitable to their learning needs.
 - f. Results of the MCQ assessment will be made available to learners immediately after completion of the assessment.
- ii. Part 2, the whole qualification will be assessed using a synoptic examination. This will pose questions exploring themes from across the seven business areas of the structure of the qualification. The features of the synoptic examination are:
 - a. A Case Study will be given to learners five weeks prior to the examination sitting. Within these five weeks, it is advised that learners use this time to thoroughly research, investigate, and interrogate the data and information of the Case Study. Learners are

encouraged to analyse this data and information using a SWOT², PESTLE³ and / or Porter's Five Forces analysis. These are the tools that underpin how meaning is extracted from the data and information, which is an integral part of the knowledge and understanding of the qualification. The results of this analysis will assist learners with formulating answers to the questions that they will be asked to compose in the examination paper.

- b. The examination will consist of seven compulsory questions.
- c. The examination paper will be marked out of 100 marks.
- d. Learners will have three hours to complete the examination. Learners will be given, in addition, 15 minutes reading time.
- e. Learners will not be able to bring their working copy of the Case Study into the examination room. Learners will be given a clean copy of the Case Study at the examination session, which they are free to work on.
- f. In addition to the Case Study data and information learners will already have received, the examination will also provide additional new data and information not covered in the original Case Study, which will either be about the Case Study they have had for the five weeks prior to the examination, or new data and information that may affect an organisation's operations and strategy. The learner will be expected to factor this new data and information into their answers, as appropriate.
- g. Learners will be expected to construct answers to these questions.

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

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

4.5 Learners are restricted to taking only two resits for each part of the assessment methodology.

4.6 The Part 1 assessment may be undertaken at any time, once a learner has registered and paid for them, and subject to the centre making them available. This will normally depend upon the training provider or tutor managing the programme. The Part 2 assessment will be arranged at a specific time and date determined by the Institute AB.

² Strengths, Weaknesses, Opportunities and Threats.

³ Political, Economic, Social, Technological, Legislative, and Environmental.

4.7 Learners will be expected to gain a minimum of 50% (Grade E - see Section 5) to pass a unit, and the synoptic assessment.

5. Grading Scheme

5.1 The Institute operates the following grading scheme in respect of assessments.

Grade	Level 4 Diploma in Hospitality and Tourism Management
A	Marks of 90% to 100%
B	Marks of 80% to 89%
C	Marks of 70% to 79%
D	Marks of 60% to 69%
E	Marks of 50% to 59%
Referred	Marks of 0% to 49%

6. Unit Format

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

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

7. Core (Mandatory) Units

7.1 BUSINESS MANAGEMENT

UNIT TITLE:	Business Strategy for Hospitality and Tourism
UNIT CODE:	BM4014
Ofqual URN:	A/506/1432
TYPE OF UNIT:	Business Management Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
BM4401	
UNIT AIMS	
This unit will develop the learner's understanding of the importance of developing a realistic and coherent business strategy in the hospitality or tourism industries. The learner will be introduced to the key concepts of strategy and how it relates to their own business environment.	
LEARNING OUTCOMES	
On successful completion of this unit the learner should be able to achieve the following outcomes: <ol style="list-style-type: none">1. Understand the importance of the strategic planning process and the procedures involved.2. Understand the effectiveness of resource deployment in achieving business objectives.3. Understand how the external business environment impacts upon hospitality and tourism businesses.4. Understand different strategic business development methods.	
UNIT CONTENT / ASSESSMENT CRITERIA	
Outcome 1: Understand the importance of the strategic planning process and the procedures involved: <ul style="list-style-type: none">• Discuss the strategic planning process.• Explain the impact of business strategy on the strategic planning process.• Know how to interpret the company mission and explain the impact stakeholder assessment has	

on the strategic planning process.

- Examine the impact of corporate culture on the strategic planning process.

Outcome 2: Understand the effectiveness of resource deployment in achieving business objectives:

- Discuss assessment of business resources and the importance it has on achieving business objectives.
- Explain the concept of added value and its importance to a business.
- Consider the management challenges associated with technological development and its impact on business strategy.

Outcome 3: Understand how the external business environment impacts upon hospitality and tourism businesses:

- Describe how to review the nature of the external business environment.
- Describe how to assess the macro external environment using a PESTLE analysis.
- Describe how to assess the micro external environment using Michael E. Porter's Five Forces.

Outcome 4: Understand different strategic business development methods:

- Explain 'strategic alternatives' and explore them in relation to a specific company.
- Investigate methods of strategic growth.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

7.2 BUSINESS MARKETING AND SALES

UNIT TITLE:	Services Marketing for Hospitality and Tourism
UNIT CODE:	BS4014
Ofqual URN:	H/506/1442
TYPE OF UNIT:	Business Marketing and Sales Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
BS4401	
UNIT AIMS	
This unit will develop the learner's understanding of the principles of marketing in the service environment. The learner will understand the basic marketing principles and their application in relation to their own business in the hospitality and tourism industries.	
LEARNING OUTCOMES	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> 1. Understand the nature of service and service industries. 2. Understand the difference between the service offering and the tangible product. 3. Understand the unique characteristics of services marketing. 4. Understand the framework for successful service marketing within the hospitality and tourism industries. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the nature of service and service industries:</p> <ul style="list-style-type: none"> • Introduction to the basic perspectives on service marketing. • Define a service. • Identify service industries and sectors. • Review major changes in the service sector. • Identify key success factors in service organisations. 	
<p>Outcome 2: Understand the difference between the service offering and the tangible product:</p> <ul style="list-style-type: none"> • Explore the product / service comparison. 	

- Discuss the role of tangibility and intangibility within the service offering.
- Distinguish between the roles of the core and peripherals aspects in service.

Outcome 3: Understand the unique characteristics of services marketing:

- Compare and contrast the following concepts:
 - intangibility
 - perishability
- Compare and contrast the following concepts:
 - variability (heterogeneity)
 - inseparability

Outcome 4: Understand the framework for successful service marketing within the hospitality and tourism industries:

- Explain the role of the service marketing mix in successful marketing of services.
- Explain the 4 Ps (Price, Place, Product and Promotion) and their application in the marketing of service.
- Describe the 3 Ps of Services (People, Physical Facility and Process) and their application in the marketing of service.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

7.3 CONSUMER MANAGEMENT

UNIT TITLE:	Managing the Hospitality and Tourism Consumer
UNIT CODE:	CM4014
Ofqual URN:	F/506/1433
TYPE OF UNIT:	Business Management Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
CM3301	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the complexities and considerations in managing the consumer and consumer expectations. The learner will develop a range of skills in identifying the key variables in managing the consumer and the consumer experience in the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the importance of quality and customer satisfaction in the exchange process, particularly in a service encounter. 2. Understand the different types of customer, and the differences between the customer and consumer. 3. Understand the variety and level of customer information available for analysis. 4. Understand the many ways that a business can influence the customer through internal systems and structures. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the importance of quality and customer satisfaction in the exchange process, particularly in a service encounter:</p> <ul style="list-style-type: none"> • Explain the challenges of providing customer satisfaction within the hospitality and tourism industries. • Explain the exchange concept, particularly in terms of the service encounter. • Describe how the industries can deliver value to the customer. 	

- Discuss perception gaps: how value and quality can generate ambiguity.

Outcome 2: Understand the different types of customer, and the differences between the customer and consumer:

- Compare the differences between buying goods and services.
- Discuss how customers make buying decisions, such as marketing influences.
- Review the different types of customer including: family buying; clients; organisational customers.
- Explain the different types of buying roles and decision-making units.
- Explain how government and not-for-profit customers impact on the hospitality and tourism industries as customers.

Outcome 3: Understand the variety and level of customer information available for analysis:

- Explain why organisations need customer information.
- Describe where secondary data information can be found.
- Identify the ways in which primary data information can be collected.
- Discuss the process of information collection.

Outcome 4: Understand the many ways that a business can influence the customer through internal systems and structures:

- Describe how a business organises itself internally to serve external customers.
- Define the internal customer.
- Explore how to build a service culture within the hospitality and tourism industries.
- Explore what is meant by customer led communications: explore how communications can influence customers.
- Explain the importance of developing and managing customer relationships.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

7.4 FINANCE AND BUSINESS PLANNING

UNIT TITLE:	Managing Finance and Business Performance in Hospitality and Tourism
UNIT CODE:	FP4014
Ofqual URN:	K/506/1443
TYPE OF UNIT:	Finance and Business Planning Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
FP4401	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the management of business performance from both a financial and an operational position. The learner will develop a range of skills to critically analyse business performance and will be able to recognise the key performance indicators that impact on the effective and efficient management of the business function in the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand company financial information. 2. Understand the significance and meaning of the key company statements. 3. Understand business performance from financial statements. 4. Understand a range of techniques to calculate and interpret operational performance. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand company financial information:</p> <ul style="list-style-type: none"> • Review the significance and needs of user groups. • Describe stakeholder information. • Describe how to interpret operational reports and information. 	
<p>Outcome 2: Understand the significance and meaning of the key company statements:</p> <ul style="list-style-type: none"> • Describe how to analyse and interpret the Profit and Loss account. • Describe how to analyse and interpret the Balance Sheet. • Describe how to analyse and interpret the Cash Flow of a business. 	

- Understand the significance of the Uniform System of Accounting.

Outcome 3: Understand business performance from financial statements:

- Describe how to analyse and interpret Profitability ratios.
- Describe how to analyse and interpret Liquidity ratios.
- Describe how to analyse and interpret Efficiency ratios.
- Describe how to analyse and interpret Investment ratios.

Outcome 4: Understand a range of techniques to calculate and interpret operational performance:

- Understand how to apply ratios and measures for hospitality and tourism businesses.
- Understand how to apply common non-financial measures for hospitality and tourism businesses.
- Understand how to interpret bench marking data.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A calculator will be required for financial unit assessments.

A pass mark at grade E is the required minimum.

7.5 HUMAN RESOURCES MANAGEMENT

UNIT TITLE:	Leadership and Management in Hospitality and Tourism
UNIT CODE:	HM4014
Ofqual URN:	J/506/1434
TYPE OF UNIT:	Human Resources Management Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
HM4401	
UNIT AIMS	
<p>This unit will facilitate the learner's understanding of effective leaders and managers and will enable them to recognise and bring into practice the key components and distinctive characteristics of effective leadership and management. The learner will enhance their knowledge of the role of the effective leader and manager in maintaining and improving business performance.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the different types of organisational culture and their impact. 2. Understand the skills involved in providing effective leadership. 3. Understand the range of management attributes and skills used by effective leaders. 4. Understand the way in which objectives are implemented for a business. 5. Understand the process of planning and implementing change. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the different types of organisational culture and their impact:</p> <ul style="list-style-type: none"> • Explain key factors in defining organisational culture. • Review differing forms of organisational culture. • Investigate creativity and innovation within an organisation. • Explain the use of a range of communication methods. 	
<p>Outcome 2: Understand the skills involved in providing effective leadership:</p> <ul style="list-style-type: none"> • Research a range of leadership styles. 	

- Compare various leadership styles.
- Explain the management skills that will motivate and support teams.
- Explain the techniques for empowering people.
- Review the value of consultation, feedback and shared values.

Outcome 3: Understand the range of management attributes and skills used by effective leaders:

- Review a range of management attributes and skills.
- Describe how to analyse the personal attributes necessary for managing others.
- Describe how to manage personal resources and professional development.

Outcome 4: Understand the way in which objectives are implemented for a business:

- Describe how to analyse the process for defining objectives for a business department.
- Describe how to evaluate and implement an operational plan.
- Compare departmental objectives to organisational objectives.

Outcome 5: Understand the process of planning and implementing change:

- Consider how to manage the change process.
- Consider the different types of individual and organisational responses to change.
- Explain the sources of resistance to change.
- Describe how to evaluate the implementation of organisational improvement.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

7.6 LEGISLATIVE MANAGEMENT

UNIT TITLE:	Managing the Changing Legislation in Hospitality and Tourism
UNIT CODE:	LM4014
Ofqual URN:	M/506/1444
TYPE OF UNIT:	Legislative Management Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
LM4401	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the way in which the hospitality or tourism business needs to maintain awareness of legal developments and implement change on a regular basis. The learner will be able to recognise and evaluate the implications of legislative changes for their own business activities and consider the implications and mechanisms required to ensure compliance.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the external factors that lead to changes in legislation. 2. Understand the consequences of changes to legislation upon an organisation. 3. Understand the gaps that exist between the existing situation in an organisation and the situation as required by new legislation. 4. Understand changes to organisational structure, policy and procedures to ensure compliance with new legislation. 5. Understand action plans that ensure compliance with new legislation is achieved. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the external factors that lead to changes in legislation:</p> <ul style="list-style-type: none"> • Discuss political, economic, social, technological, and environmental factors that can lead to changes in legislation. 	
<p>Outcome 2: Understand the consequences of changes to legislation upon an organisation:</p> <ul style="list-style-type: none"> • Explore new legislation aimed at people. 	

- Discuss the ramifications of new legislation aimed at premises.
- Explore new legislation aimed at processes.
- Explore new legislation aimed at products.
- Discuss new legislation aimed at running the business environment (plant).

Outcome 3: Understand the gaps that exist between the existing situation in an organisation and the situation as required by new legislation:

- Explain the existing situation in the organisation concerned.
- Describe how to analyse the required situation, as proposed by new legislation.
- Explain the width of the 'gap' that needs to be bridged between the two, and the time factors implicit within the legislation concerned.

Outcome 4: Understand changes to organisational structure, policy and procedures to ensure compliance with new legislation:

- Discuss feasible changes and viable changes to people, premises, processes, products, and to the business environment (plant).

Outcome 5: Understand action plans that ensure compliance with new legislation is achieved:

- Describe how to set out a SMART action plan to implement the required changes necessitated by new legislation.
- Identify critical success factors that indicate the plan is on track.
- Identify the point at which compliance is achieved.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

7.7 PROFESSIONAL DEVELOPMENT

UNIT TITLE:	Managing Your Professional Development in Hospitality and Tourism
UNIT CODE:	PD4014
Ofqual URN:	L/506/1435
TYPE OF UNIT:	Professional Development Core (Mandatory) Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
PD4401	
UNIT AIMS	
<p>This unit will facilitate the learner's understanding and skills required in recognising and managing their own professional development in order to achieve career goals in the hospitality and tourism industries and in other sectors. The learner will be encouraged to identify their own strengths and weaknesses and to develop an individual professional development plan.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand knowledge and skills essential for maintaining a specific career path and evaluate personal strengths and weaknesses to improve own performance over the short, medium and long term. 2. Understand personal values, motivation and capacity, and explore how these will impact on professional performance. 3. Understand independent judgement and professional ethics in relation to own job roles, responsibilities and relationships with colleagues, team members, managers and customers. 4. Understand tasks and process skills in the context of job requirements and produce a personal development plan. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the knowledge and skills essential for maintaining a specific career path and evaluate personal strengths and weaknesses to improve own performance over the short, medium and long term:</p> <ul style="list-style-type: none"> • Explain self-knowledge and make an appraisal of personal skills and attributes. 	

- Explain task skills and compare with desirable skills.
- Explain process skills.
- Explain cognitive and creative skills.
- Know how to prepare a career plan to overcome perceived personal and managerial skills gaps.

Outcome 2: Understand personal values, motivation and capacity, and explore how these will impact on professional performance:

- Explore and evaluate self-potential, values and motivation.
- Explain individual capacity; identifying mental, emotional and physical energy.
- Discuss the values of an individual in relation to the values of a team and an organisation.
- Explore self-motivation and the ability to motivate team members.

Outcome 3: Understand independent judgement and professional ethics in relation to own job roles, responsibilities and relationships with colleagues, team members, managers and customers:

- Explore and discuss roles within the workplace; including: leading and motivating staff; communication; team building; and group dynamics.
- Explore and discuss responsibilities; including: customer service; decision making; delegation; and empowerment.
- Explore and discuss relationships within the workplace; including: colleagues; team members; managers; and customers.

Outcome 4: Understand task and process skills in the context of job requirements and produce a personal development plan:

- Examine and evaluate task skills; such as: application of information technology; customer service skills; health and safety training.
- Examine and evaluate process skills and leadership skills; including: effectiveness skills; team functioning skills; and systems thinking skills.
- Examine and evaluate a Personal Development Plan: aims; SMART (Specific, Measurable, Achievable, Realistic, Time framed) objectives; targets; action plan; time management; and work scheduling.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

8. Option Units

8.1 BUSINESS MANAGEMENT

UNIT TITLE:	Managing the Business Environment in Hospitality and Tourism
UNIT CODE:	BM4024
Ofqual URN:	T/506/1445
TYPE OF UNIT:	Business Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
BM4402	
UNIT AIMS	
<p>This unit will enhance the learner's understanding of key factors in the business environment and the impact and implications of those factors on business activities within the hospitality and tourism industries. The learner will develop the skills to assess the business environment in relation to the risks and opportunities for their business.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none">1. Understand the purpose and responsibilities of hospitality and tourism organisations.2. Understand the impact of the micro environment upon the hospitality and tourism industries.3. Understand the effect of macro environmental issues upon the hospitality and tourism industries.4. Understand political, economic, social, technological, legal and environmental factors in relation to the hospitality and tourism industries.5. Understand business assessment models and concepts in auditing the hospitality and tourism environment.	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the purpose and responsibilities of hospitality and tourism organisations:</p> <ul style="list-style-type: none">• Review the hospitality and tourism industry sectors to include: the private sector; the public sector; volunteer organisations and charity organisations.	

- Investigate stakeholder identification and its assessment.
- Explain mission assessment and business objectives identification.

Outcome 2: Understand the impact of the micro environment upon the hospitality and tourism industries:

- Review the 'micro environment'.
- Explain competition within the sector.
- Explain the industry cycle within the hospitality and tourism industries.
- Explain the supply and product distribution chain.

Outcome 3: Understand the effect of macro environmental issues upon the hospitality and tourism industries:

- Describe how to prepare an overview of the 'macro environment'.
- Discuss how government, industries and regulations impact on the hospitality and tourism industries.
- Explain economic growth and the business cycle impact on the hospitality and tourism industries.
- Explain globalisation and international competition within the hospitality and tourism industries.

Outcome 4: Understand the political, economic, social, technological, legal and environmental factors in relation to the hospitality and tourism industries:

- Explain how political issues impact upon the hospitality and tourism industries.
- Describe how to forecast the impact of economic issues upon the hospitality and tourism industries.
- Review changing social and demographic forces.
- Investigate technological issues and e-commerce.
- Consider the impact of legislative issues upon the hospitality and tourism industries.
- Explain how green and ethical issues impact upon the hospitality and tourism industries.

Outcome 5: Understand business assessment models and concepts in auditing the hospitality and tourism environment:

- Explore a range of techniques to audit the hospitality and tourism environment.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Business Ethics for Hospitality and Tourism
UNIT CODE:	BM4034
Ofqual URN:	R/506/1436
TYPE OF UNIT:	Business Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
BM4403	
UNIT AIMS	
<p>This unit will develop the learner's understanding of business ethics and corporate social responsibility in the hospitality and tourism industries. The learner will be introduced to ethical constructs as they affect the behaviour of individuals and organisations and review how these behaviours impact on all stakeholders within the business environment.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the underlying principles of ethics and corporate social responsibility in the context of the hospitality and tourism industries. 2. Understand the role and importance of ethical behaviour in decision making. 3. Understand the role and importance of the consumer in determining the ethical and corporate social responsibility of organisations. 4. Understand current strategic ethical issues and the potential impact they have on hospitality and tourism businesses. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the underlying principles of ethics and corporate social responsibility in the context of the hospitality and tourism industries:</p> <ul style="list-style-type: none"> • Provide a comprehensive definition of ethics including: <ul style="list-style-type: none"> ○ the basis of ethical behaviour ○ the relationship between the notions of personal moral beliefs and behaviour ○ the relationship between ethical behaviour and the legal framework ○ norms of business behaviour 	

- personal standards of behaviour
- Review key theoretical constructs of ethics, such as:
 - the greater good for the greater number (Utilitarianism)
 - the moral worth of behaviour as defined by the consequences of behaviour (Teleology)
- Discuss the concept of Corporate Social Responsibility (CSR) and the influence of CSR on the behaviour of business.

Outcome 2: Understand the role and importance of ethical behaviour in decision making:

- Explain the concept of levels of ethical behaviour, from pre-conventional to principled.
- Investigate the relationships between ethical behaviour and personal and business circumstances.
- Explore issues of ethical behaviour in relation to the decision making process, including:
 - personal beliefs and values
 - society values
 - corporate values
 - the effect of decisions on the individual
 - the purpose of the decision
 - the impact and outcomes in relation to economic values; personal values and corporate values
- Discuss the ethical costs and benefits involved in business decisions.

Outcome 3: Understand the role and importance of the consumer in determining the ethical and corporate social responsibility of organisations:

- Explain the notion of the 'ethical consumer'.
- Review how consumers have changed the ethical and social behaviour of organisations.
- Examine the trends of ethical consumerism and consider the impacts of those trends on the relevant industry.

Outcome 4: Understand current strategic ethical issues and the potential impact they have on hospitality and tourism businesses:

- Investigate the strategic ethical issues of climate change, energy consumption, carbon emissions and use of natural resources (e.g. water and oil).
- Explain these issues to the longer term impacts for the relevant industry sector.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

8.2 BUSINESS MARKETING AND SALES

UNIT TITLE:	Marketing Management for Hospitality and Tourism
UNIT CODE:	BS4024
Ofqual URN:	A/506/1446
TYPE OF UNIT:	Business Marketing and Sales Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
BS4402	
UNIT AIMS	
<p>This unit will facilitate the learner's understanding of the management of the marketing process, the key components of the process and methods of evaluating outcomes. The learner will be able to recognise the key management functions in relation to the marketing process within the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the role of marketing within the hospitality and tourism industries. 2. Understand the role of market segmentation and target marketing in successful hospitality and tourism organisations. 3. Understand aspects of the marketing mix and apply concepts to the marketing planning process. 4. Understand the function and components of marketing plans. 5. Understand the outcomes of implemented marketing plans. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the role of marketing within the hospitality and tourism industries:</p> <ul style="list-style-type: none"> • Define marketing. • Explore the changing emphasis of marketing. • Describe 'the consumer benefit concept'. • Explain the importance of competitor issues. 	

Outcome 2: Understand the role of market segmentation and target marketing in successful hospitality and tourism organisations:

- Discuss the concept of target marketing and market segmentation
- Explore market segmentation including:
 - demographic segmentation
 - geographic segmentation
 - psychographic segmentation
 - behavioural segmentation

Outcome 3: Understand aspects of the marketing mix and apply concepts to the marketing planning process:

- Explain the importance of the marketing mix.
- Explain the importance of Price, Place, Product and Promotion to the marketing mix.

Outcome 4: Understand the function and components of marketing plans:

- Consider how goal setting is a component of marketing plans.
- Explain the role of a SWOT analysis as part of a marketing audit for a business.
- Consider the role of plans and tactics for the development of a marketing strategy.

Outcome 5: Understand the outcomes of implemented marketing plans:

- Describe how to analyse the recording of sales and profit analysis.
- Interpret consumer evaluation.
- Review a campaign assessment.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Marketing Communications for Hospitality and Tourism
UNIT CODE:	BS4034
Ofqual URN:	Y/506/1437
TYPE OF UNIT:	Business Marketing and Sales Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
BS4403	
UNIT AIMS	
This unit will facilitate the learner's understanding of the importance of marketing communications and the channels of distribution. The learner will develop a range of skills in identifying and using the most appropriate communications across a range of business settings in the hospitality and tourism industries.	
LEARNING OUTCOMES	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> 1. Understand the nature and role of marketing communications within the hospitality and tourism industries. 2. Understand the key elements in the communications mix. 3. Understand the nature of the marketing communications strategy. 4. Understand the process and components of a market communication campaign. 5. Understand the influence of macro/micro external influences on the communication process. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the nature and role of marketing communications within the hospitality and tourism industries:</p> <ul style="list-style-type: none"> • Distinguish between marketing communication and the exchange process. • Critically assess 'Business to Business' communication. • Review consumer communication channels. • Explain the role of media selection in marketing communication. 	

Outcome 2: Understand the key elements in the communications mix:

- Review the role of advertising, sales promotion, personal selling, public relations, and direct marketing in the communications mix.

Outcome 3: Understand the nature of the marketing communications strategy:

- Describe the '3 Ps' (push, pull, and profile) of marketing communications.
- Investigate how goals and objectives are used in marketing communications strategy.
- Identify what is meant by an integrated approach to marketing communications.
- Explain the concept of target audience.

Outcome 4: Understand the process and components of a market communication campaign:

- Describe what is involved in a market assessment.
- Explain the key objectives of a marketing strategy.
- Explore communication mix co-ordination.
- Explore scheduling and implementation as components of the market communication campaign.
- Explain control and evaluation as components of a market communication campaign.

Outcome 5: Understand the influence of macro/micro external influences on the communication process:

- Explain the influence of buyer behaviour on the communication process within the hospitality and tourism industries.
- Compare how social and ethical issues influence the communication process.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

8.3 CONSUMER MANAGEMENT

UNIT TITLE:	Consumer Behaviour in Hospitality and Tourism
UNIT CODE:	CM4024
Ofqual URN:	F/506/1447
TYPE OF UNIT:	Consumer Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
CM4402	
UNIT AIMS	
<p>This unit will facilitate the learner's understanding of the concepts of consumer behaviour and how these impact on the nature of the business activity in the hospitality and tourism industries. The learner will identify the importance and relevance of consumer behaviour and learn how to apply this knowledge in managing the service experience.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the sociological (cultural, social and personal) factors that can influence consumer behaviour. 2. Understand the psychological factors that can influence consumer behaviour. 3. Understand the complexity of the consumer decision making process. 4. Understand the development of the 'new' consumer and their characteristics. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the sociological (cultural, social and personal) factors that can influence consumer behaviour:</p> <ul style="list-style-type: none"> • Explain how cultural factors (such as: cultures; subcultures and reference groups); social factors (such as: social class; family roles and status in society); and, personal factors (such as: age; economic circumstances; occupation; lifestyle and personality) influence consumer behaviour; • Explore how attitudes towards ethics, the environment and corporate social responsibility have affected consumer behaviour. 	

Outcome 2: Understand the psychological factors that can influence consumer behaviour:

- Consider how consumer behaviour can be influenced by:
 - Education.
 - Personal motivation.
 - Attitude and attitude formulation.
 - Perceptions and their influences.
 - Beliefs and their formulation.

Outcome 3: Understand the complexity of the consumer decision-making process:

- Explain the impact that the consumption of services has on the consumer decision-making process.
- Compare different types of consumer and their levels of product consumption.
- Explain what is meant by 'decision making units'.
- Discuss consumers' attitude to risk and their influence on consumption choices.
- Explain the impacts of problem recognition on the decision making process.

Outcome 4: Understand the development of the 'new' consumer and their characteristics:

- Explore how access to financial resources, information and communication has developed the characteristics of the consumer.
- Review current consumer attitudes towards marketing and advertising.
- Explore how selective retention of marketing communications affects the 'new' consumer.
- Discuss how greater demand for higher levels of service manifests itself in consumer behaviour.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Customer Relationship Management for Hospitality and Tourism
UNIT CODE:	CM4034
Ofqual URN:	D/506/1438
TYPE OF UNIT:	Consumer Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
CM4403	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the importance of customer relationship management (CRM) as a method of establishing positive relationships with customers in the competitive business environment. The learner will develop a range of skills in recognising the differences between CRM and the more traditional marketing approaches and be able to apply some basic concepts to their own business in the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the progression in service delivery from a transaction approach to a relationship approach. 2. Understand key aspects of managing the customer experience and the Customer Relationship Management (CRM) process. 3. Understand the importance of customer loyalty. 4. Understand Total Quality Management (TQM) and service quality through upstream and downstream activities. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the progression in service delivery from a transaction approach to a relationship approach:</p> <ul style="list-style-type: none"> • Investigate customer retention and its importance to the hospitality and tourism industries. • Explore the relationship between customer loyalty and customer satisfaction. • Review techniques required to track and assess customer satisfaction: spoken comments and complaints, surveys and comment cards, number of repeat customers, trends in sales and market 	

share, and shopping reports.

- Propose ways in which businesses in the hospitality and tourism industries can service the customer before, during and after consumption.

Outcome 2: Understand key aspects of managing the customer experience and the Customer Relationship Management (CRM) process:

- Explain the term 'moments of truth' when managing the customer experience.
- Explain the impact of 'people skills' and 'product skills' on the customer experience.
- Justify how 'presentation' (or lack of it) can affect positively and negatively upon the customer experience.
- Explain how 'processes' impact on the customer experience.
- Explore how businesses in the hospitality and tourism industries can establish activities for achieving effective customer relationships.

Outcome 3: Understand the importance of customer loyalty:

- Consider how consumers and product relationships impact on developing customer loyalty.
- Review the impact of customer care and one-to-one marketing on customer loyalty.
- Contrast how positive and negative 'word of mouth' and complaint handling impact on customer loyalty.
- Explain how trends affect repeat purchase behaviour; such as: shrinking customer loyalty, increasing customer sophistication, increased emphasis on the needs of individual consumers, customer loyalty versus customer frequency
- Explain the concepts of loyalty programmes and loyalty cards using: researching processes, customer services, consumer loyalty and trust, and, relationship marketing stakeholders

Outcome 4: Understand Total Quality Management (TQM) and service quality through upstream and downstream activities:

- Explain the concept of Total Quality Management (TQM) and SERVQUAL in its place in measuring and improving service quality.
- Explain the emergence and conceptualisation of Relationship Marketing.
- Consider how quality management and service quality impact on the hospitality and tourism industries.
- Critically compare business-to-business (B2B) consumers and business-to-consumer (B2C) consumers.
- Explain how businesses in the hospitality and tourism industries can service the customer before, during and after consumption.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

8.4 FINANCE AND BUSINESS PLANNING

UNIT TITLE:	Financial Planning and Control in Hospitality and Tourism
UNIT CODE:	FP4024
Ofqual URN:	H/506/1439
TYPE OF UNIT:	Finance and Business Planning Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
FP4402	
UNIT AIMS	
<p>This unit will develop and enhance knowledge and understanding of the tools and techniques involved in the effective financial planning and control of a business. The learner will develop a range of skills to apply planning and control techniques within the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand techniques to produce budgeted operating plans. 2. Understand techniques to produce budgeted statements for profit and cash. 3. Understand techniques to implement principles of budgetary control. 4. Understand the behavioural aspects of budgeting. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand techniques to produce budgeted operating plans:</p> <ul style="list-style-type: none"> • Explain the forecasting of sales and volumes in conditions of uncertainty. • Justify varying sales mix patterns. • Describe how to forecast operating, employment and overhead costs. • Understand how to apply resource scheduling and limiting factors. • Understand how to employ flexible budgeting techniques. 	
<p>Outcome 2: Understand techniques to produce budgeted statements for profit and cash:</p> <ul style="list-style-type: none"> • Understand how to analyse operating statements. • Describe how to prepare a forecasted cash flow. 	

- Describe how to prepare a statement of assets.

Outcome 3: Understand techniques to implement principles of budgetary control:

- Identify and reconcile variances.
- Understand operational performance and the effect of sales mix and cost structure on business profitability.
- Describe how to implement remedial action for budgetary control.

Outcome 4: Understand the behavioural aspects of budgeting:

- Review the setting of targets.
- Understand the significance of motivational issues.
- Consider the use of target setting to raise performance.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A calculator will be required for financial unit assessments.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Presenting the Business Plan in Hospitality and Tourism
UNIT CODE:	FP4034
Ofqual URN:	J/506/1448
TYPE OF UNIT:	Finance and Business Planning Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
FP4403	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the skills required in constructing and presenting an effective business plan to both internal and external stakeholders. The learner will develop an awareness of the importance of effective presentation in the context of a business plan and will apply this to the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the nature of the business planning process. 2. Understand the content of a business plan. 3. Understand the ways in which data can be manipulated to produce an effective business plan. 4. Understand how to apply a range of communication tools for effective presentations. 5. Understand how to prepare and evaluate an outline business plan for presentation to internal and external stakeholders. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the nature of the business planning process:</p> <ul style="list-style-type: none"> • Explain a business opportunity. • Consider aims and objectives for the business opportunity. • Describe how to allocate resources for the business opportunity (finance, human resources, technology, assets and materials). • Explain how to analyse the management and control of the business planning process. 	

Outcome 2: Understand the content of a business plan:

- Explain how to prepare a layout for a business plan.
- Explain how to develop and defend a rationale for a business idea and opportunities in the current environment.
- Understand how to research the market for the proposed business, looking at both the current and predicted business potential.
- Identify resource capabilities and requirements for the proposed business.
- Describe how to predict future growth for the proposed business.

Outcome 3: Understand the ways in which data can be manipulated to produce an effective business plan:

- Identify applicable data.
- Describe how to analyse market research and pricing decisions.
- Describe how to develop an outline of fixed and variable costs.
- Understand how to prepare a presentation of financial data including: break even analysis, return on investment (ROI), return on capital employed (ROCE), and, predicted sales.

Outcome 4: Understand how to apply a range of communication tools for effective presentations:

- Understand the importance of public speaking skills.
- Consider the skills needed for effective presentations.
- Justify the use of relevant information in a presentation, such as: images, charts and graphs.
- Consider the power of body language as a communication tool during presentation.

Outcome 5: Understand how to prepare and evaluate an outline business plan for presentation to internal and external stakeholders:

- Identify the key criteria for an 8-10 minute presentation to a panel of representative business professionals.
- Identify the appropriate communication tools.
- Understand how to design a written outline business plan to follow a prescribed format.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A calculator will be required for financial unit assessments.

A pass mark at grade E is the required minimum.

8.5 HUMAN RESOURCES MANAGEMENT

UNIT TITLE:	Staff Development and Restructuring in Hospitality and Tourism
UNIT CODE:	HM4024
Ofqual URN:	Y/506/1440
TYPE OF UNIT:	Human Resources Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
HM4402	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the nature and importance of staff development and organisational restructuring in the continued development of an effective business organisation. The learner will understand the need to consider and review business structures to meet changing market needs and be able to identify staff development needs in maintaining efficient business performance in the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand different organisational structures. 2. Understand human resource planning within an organisation. 3. Understand how to plan and implement a development programme. 4. Understand staff performance and training development. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand different organisational structures:</p> <ul style="list-style-type: none"> • Identify organisational characteristics in terms of positioning and life cycle. • Compare classical structure forms versus modern developments. • Critically compare the contrast between decentralised and centralised organisations. • Describe strategies for organisational growth. • Explain the impact of external influences on organisational growth. 	

Outcome 2: Understand human resource planning within an organisation:

- Critically compare the concepts of organisational, operational and individual competence.
- Explain medium and long term human resource needs.
- Explain succession planning.
- Understand how to review the labour market, both internal and external.
- Identify how to align human resources to business strategy.

Outcome 3: Understand how to plan and implement a development programme:

- Explain the difference between the successful design of training and development strategies for individuals and teams.
- Compare outcomes for effective development programmes.
- Compare a range of development methods and contrast their strengths and weaknesses.
- Explain how coaching and mentoring can be used.

Outcome 4: Understand staff performance and training development:

- Describe the effective organisation and application of a staff appraisal system.
- Discuss the use of competency tracking systems.
- Critically compare training and staff development against business needs.
- Understand how to extrapolate a cost benefit analysis to measure the effectiveness of staff development.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Mentoring Staff in Hospitality and Tourism
UNIT CODE:	HM4034
Ofqual URN:	D/506/1441
TYPE OF UNIT:	Human Resources Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
HM4403	
UNIT AIMS	
<p>This unit will develop the learner's understanding of the range of skills that enable effective mentoring of staff within the business environment in the hospitality or tourism industries. The learner will be encouraged to recognise and develop individual mentoring skills and understand how they can apply these skills to their own and their employee's professional development.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the rationale and purpose of mentoring staff within the business environment of the hospitality and tourism industries. 2. Understand the key stages of the mentoring process. 3. Understand the application of best practice principles when undertaking mentoring in the context of the hospitality and tourism industries. 4. Understand the individual factors that inform the process of mentoring in respect of age, culture, disability, ethics and gender. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the rationale and purpose of mentoring staff within the business environment of the hospitality and tourism industries:</p> <ul style="list-style-type: none"> • Explain mentoring in relation to learning, coaching, counselling and human resources (HR) management. • Consider the objectives of mentoring. • Consider the stakeholders involved in mentoring; and justify the importance and potential of mentoring. 	

- Review mentoring and elaborate on sponsorship versus development.

Outcome 2: Understand the key stages of the mentoring process:

- Explain the four stages of mentoring:
 - Initiation, preparation and planning.
 - Negotiation, direction setting, and getting established.
 - Enabling, personal development, and progress making.
 - Closure, moving on, and, finalising.

Outcome 3: Understand the application of best practice principles when undertaking mentoring in the context of the hospitality and tourism industries:

- Describe best practice principles for selecting a mentor and describe the personal attributes required for successful mentoring, such as: strong interest in providing help; and being empathetic.
- Consider training needs analysis in relation to the mentor.
- Review the skills and abilities of mentoring.
- Consider what is expected of the mentee and describe the characteristics and behaviour of a successful mentee.
- Explore mentorship schemes and the contextual issues relating to mentoring in the hospitality and tourism industries.

Outcome 4: Understand the individual factors that inform the process of mentoring in respect of age, culture, disability, ethics and gender:

- Describe equality and diversity in the hospitality and tourism industries.
- Discuss the industry's compliance with discrimination regulations.
- Explain how cross-cultural mentoring is important to the hospitality and tourism industries.
- Explain the ethical dimensions of mentoring.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

8.6 LEGISLATIVE MANAGEMENT

UNIT TITLE:	Risk Management Strategies for Hospitality and Tourism
UNIT CODE:	LM4024
Ofqual URN:	L/506/1449
TYPE OF UNIT:	Legislative Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
LM4402	
UNIT AIMS	
<p>This unit will develop the learner's ability to consider and apply relevant risk management strategies within their own business environment. The learner will be introduced to a range of risk assessment techniques and recognise how these can be applied in the management of risk in their own business within the hospitality and tourism industries.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the reasons why businesses need to apply risk management strategies in a business environment. 2. Understand the types of risks that could pose difficulties to a business and its environment; examine the difficulties and problems that may occur. 3. Understand the risk management tools needed to prevent or minimise damage to a business through risk. 4. Understand how businesses can best adopt risk assessment techniques. 5. Understand how government legislation can influence risk management and risk assessment policy within a business. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the reasons why businesses need to apply risk management strategies in a business environment:</p> <ul style="list-style-type: none"> • Explain the economic, financial and social reasons for having a risk management strategy. • Explain and discuss the impact of crises and disasters on a business that does not operate a risk 	

management policy.

- Explain the potential effect of crises and disasters on personnel employed in a business that does not operate a risk management policy.

Outcome 2: Understand the types of risks that could pose difficulties to a business and its environment; examine the difficulties and problems that may occur:

- Explain the types of risk potential that may be a threat to businesses in the hospitality and tourism industries.
- Describe the potential issues and challenges that a crisis or disaster could bring to a business.
- Explain the effect that a major, or minor, crisis or disaster could have on a business.

Outcome 3: Understand the risk management tools needed to prevent or minimise damage to a business through risk:

- Explain the use of environmental scanning as a risk management tool.
- Understand how to use PESTLE and SWOT analysis in identifying any potential risks to a business, both internally and externally.
- Describe the use of HACCP (Hazard Analysis Critical Control Point) as a risk management tool.
- Explain the use of food safety audits to monitor potential food safety risks.
- Explain the use of safety audits to protect consumers and employees.

Outcome 4: Understand how businesses can best adopt risk assessment techniques:

- Discuss and consider best practice for implementing a risk management strategy.
- Consider and evaluate and discuss what should be covered in a risk management policy.
- Identify who are the stakeholders and who are the shareholders of a risk management policy.
- Explain the review process of a risk management policy.

Outcome 5: Understand how government legislation can influence risk management and risk assessment policy within a business:

- Explain the importance of government legislation in risk management.
- Explain the effect of government legislation upon risk management strategies.
- Describe COSHH (Control of Substances Hazardous to Health) legislation and its effects upon risk management in the hospitality and tourism industries.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Human Resources Legislation in Hospitality and Tourism
UNIT CODE:	LM4034
Ofqual URN:	F/506/1450
TYPE OF UNIT:	Legislative Management Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
LM4403	
UNIT AIMS	
<p>This unit will facilitate the learner's understanding of current legislation as it relates to the management of human resources within the hospitality and tourism industries. The learner will develop a range of skills that will assist in understanding the context of the legislation, its interpretation and impact on their own business.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand current UK legislation relevant to Human Resources (HR) and understand how to update knowledge and awareness on a regular basis. 2. Understand the 'duty of care' and health and safety issues in the work place with regard to employees. 3. Understand the nature of 'Terms and Conditions' of employment and the importance of relevant information and training. 4. Understand appropriate procedures with relation to equal opportunities, grievance, disciplinary action and redundancy. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand current UK legislation relevant to Human Resources (HR) and understand how to update knowledge and awareness on a regular basis:</p> <ul style="list-style-type: none"> • Identify sources of information and requirements for employers regarding current legislation. • Explain the employer's obligations to assess and deal with risks and to prepare plans for dealing with emergency procedures. • Explain the employee's obligations to make proper use of control procedures and to report any 	

defects.

- Identify ways in which employee information, instruction and training can be implemented in the work place.

Outcome 2: Understand the ‘duty of care’ and health and safety issues in the work place with regard to employees:

- Identify employer risks in relation to hazards relating to health and safety procedures.
- Identify appropriate control measures to mitigate risk.
- Explain occupiers’ liability, negligence, avoidance of liability, issues concerning children and the workplace.
- Explain procedures to mitigate risks of injury, risks to health, security risks and personal safety risks.

Outcome 3: Understand the nature of ‘Terms and Conditions’ of employment and the importance of relevant information and training:

- Discuss recruitment procedures; including: foreign workers; immigration law; and work permits.
- Explain working hours, flexible working and part time hours, the minimum wage, holiday entitlement and absence.
- Discuss the implications of sickness and absence.
- Explain the impact of maternity, paternity, adoption and parental leave on the ‘Terms and Conditions’ of employment.

Outcome 4: Understand appropriate procedures with relation to equal opportunities, grievance, disciplinary action and redundancy:

- Explain procedures regarding equal opportunities, grievance, disciplinary action, and redundancy.
- Explain the impact of data protection on equal opportunities, grievance, disciplinary action, and redundancy procedures.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

8.7 PROFESSIONAL DEVELOPMENT

UNIT TITLE:	Project Management for Hospitality and Tourism
UNIT CODE:	PD4024
Ofqual URN:	J/506/1451
TYPE OF UNIT:	Professional Development Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
PD4402	
UNIT AIMS	
<p>This unit will provide a range of skills required for the learner to be able to manage individual projects within the context of the hospitality and tourism industries. The learner will develop knowledge of analysis, scheduling and simple charting to effectively manage business related projects.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the business case to justify project viability. 2. Understand the internal and external environmental factors that will influence a project. 3. Understand a well written project plan based on a prescriptive structure. 4. Understand scheduling techniques and measures to assist in successful project completion. 5. Understand how to plan for the effectiveness of a project. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the business case to justify project viability:</p> <ul style="list-style-type: none"> • Identify the requirement for a project through opportunity, weakness, or legal needs. • Identify aims and objectives to the project requirements. • Outline project teams, specialist expertise, and leadership. • Understand how to analyse and evaluate resource allocation for the project. • Describe how to implement a time frame for project completion. 	

Outcome 2: Understand the internal and external environmental factors that will influence a project:

- Understand how to compare the capabilities of teams – things they can / cannot do well.
- Understand how to research developments in technological, legislative, social, economic, and organisational culture that will affect the project.
- Understand how to prepare a risk analysis of the project.
- Identify time constraints.
- Describe how to forecast and specify budget constraints.

Outcome 3: Understand a well written project plan based on a prescriptive structure:

- Identify project goals.
- Identify project deliverables.
- Understand how to prepare a project schedule.
- Know how to evaluate supporting plans; such as: human resources plan; communications plan and risk management plan.
- Describe how to prepare for a sustainable / successful conclusion to the project.

Outcome 4: Understand scheduling techniques and measures to assist in successful project completion:

- Identify appropriate software packages.
- Know how to develop a project plan using a Gantt chart or similar software.
- Know how to develop a range of flow charts.
- Describe critical path analysis.

Outcome 5: Understand how to plan for the effectiveness of a project:

- Describe how to outline project aims and achieved objectives.
- Understand how to appraise the effective and efficient use of resources; such as finishing on time and within budget.
- Explain the implications on the organisation before, during and after project completion.
- Review the learning organisation in terms of knowledge, skills and organisational culture.
- Identify what the organisation would do differently in future project development.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	Career Management in Hospitality and Tourism
UNIT CODE:	PD4034
Ofqual URN:	L/506/1452
TYPE OF UNIT:	Professional Development Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
PD4403	
UNIT AIMS	
<p>This unit will facilitate the learner's understanding of opportunities and constraints in the context of their own career management. The learner will develop an understanding of their own career position and learn how to identify and secure suitable career opportunities within the hospitality and tourism industries and related sectors.</p>	
LEARNING OUTCOMES	
<p>On successful completion of this unit the learner should be able to achieve the following outcomes:</p> <ol style="list-style-type: none"> 1. Understand the best sources of information and guidance relating to hospitality and tourism careers. 2. Understand what is meant by Continuing Professional Development (CPD). 3. Understand how to create a career development plan. 4. Understand the skills and knowledge required for career management. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the best sources of information and guidance relating to hospitality and tourism careers:</p> <ul style="list-style-type: none"> • Describe the hospitality and tourism recruitment market. • Identify sources of information relating to industry and sector related job opportunities. • Identify sources of advice and guidance relating to job search and job applications. • Identify sources of information relating to industry and sector related training and qualifications. • Describe different review relevant career development tools. • Explain the concept of 'work-life balance'. • Discuss how the Institute of Hospitality as a professional body can help you develop your career. 	

Outcome 2: Understand what is meant by Continuing Professional Development (CPD):

- Define CPD.
- Explain CPD and strategic career management.
- Discuss how CPD can assist with career development.
- Explain 'the learning organisation' and how it relates to your own career development.

Outcome 3: Understand how to create a career development plan:

- Explain how to manage self-assessment to measure current skills and attributes.
- Discuss appraisal schemes in the work place.
- Identify gaps and opportunities for future career development.
- Understand how to develop a plan based on practical steps to fill skills gaps and to meet future career opportunities.
- Describe how to build a career portfolio with a purpose.

Outcome 4: Understand the skills and knowledge required for career management:

- Describe how to manage and update personal records of training and achievement.
- Describe how to apply tools for career development and self-assessment.
- Compare and optimise relevant learning opportunities.
- Understand how to prepare and update a Curriculum Vitae (CV) and career résumé.
- Explain how to plan for job applications and interviews.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.

UNIT TITLE:	French Language Skills for Hospitality Managers
UNIT CODE:	PD4044
Ofqual URN:	R/506/1453
TYPE OF UNIT:	Professional Development Option Unit
LEVEL:	Level 4
UNIT REVIEW DATE:	31 / 12 / 2017
GUIDED LEARNING HOURS:	20
EXEMPTION CRITERIA	
PD4404	
UNIT AIMS	
This unit will facilitate the learner's understanding of professionally appropriate French Language in the context of the business activity. The learner will be encouraged to recognise, understand and apply key phrases used in the hospitality and tourism business context.	
LEARNING OUTCOMES	
On successful completion of this unit the learner should be able to achieve the following outcomes:	
<ol style="list-style-type: none"> 1. Understand the key management roles within the hospitality industry using the French language. 2. Understand and use key phrases for managing staff using the French language. 3. Understand and use key phrases for customer service and handling complaints using the French language. 4. Understand and use key phrases in health and safety and food safety using the French language. 5. Understand services and facilities, including conferences and events using the French language. 	
UNIT CONTENT / ASSESSMENT CRITERIA	
<p>Outcome 1: Understand the key management roles within the hospitality industry using French Language:</p> <ul style="list-style-type: none"> • Identify typical job descriptions in hotel and catering businesses. • Describe the main functions of a manager and describe them. 	
<p>Outcome 2: Understand and use key phrases for managing staff using the French Language:</p> <ul style="list-style-type: none"> • Understand key areas for the employment of staff; including: keeping records; patterns and hours of work; and employment terminology. • Understand key phrases to facilitate the management of teams; including: performance; 	

appraisal; and development.

- Explain the concepts of leadership and management.

Outcome 3: Understand and use key phrases for customer service and handling complaints using the French Language:

- Apply key phrases to explain service standards.
- Demonstrate an understanding of the customer and quality assurance.
- Identify customer service etiquette and cultural differences.

Outcome 4: Understand and use key phrases in health and safety and food safety using the French Language:

- Describe the importance of health and safety at work to both the employer and employee.
- Understand terminology for fire safety and security.
- Understand key phrases to implement food safety and hygiene in the work place.

Outcome 5: Understand the services and facilities, including conferences and events using the French Language:

- Identify the key terminology of conferences and event management.
- Identify the key areas of facilities management for premises; including: catering; grounds; accommodation; and reception.
- Describe facilities and services; including: toilets and cloakrooms; heating systems; kitchens; restaurants and bars.

ASSESSMENT REQUIREMENTS

The outcomes of this unit will be assessed with a short multiple-choice question (MCQ) test to determine the knowledge acquired (e.g. 20 questions in 40 minutes).

The MCQ tests will be assessed electronically at an approved assessment centre.

A pass mark at grade E is the required minimum.