ICON College of Technology and Management

Course Handbook

HND in Hospitality Management (RQF)

ICON College of Technology and Management

Pearson BTEC Level 5 Higher national Diploma in Hospitality Management (RQF)
Course Code: BCZJ5

Unit Details

Pearson BTEC Level 5 HND in Hospitality Management (General)	Unit Credit	Level
Level 4 units: **120 credits**		
Core Unit Mandatory	1. Contemporary Hospitality Industry	15	4
Core Unit Mandatory	2. Managing the Customer Experience	15	4
Core Unit Mandatory	3. Professional Identity and Practice	15	4
Core Unit Mandatory	4. The Hospitality Business Toolkit	15	4
Core Unit Mandatory	5. Leadership and Management for Service Industries (Pearson-set)	15	4
Optional Unit Group A	6. Managing Food and Beverage Operations	15	4
Optional Unit Group A	7. Managing Accommodation Services	15	4
Optional Unit Group B	15. Hospitality Marketing Essentials	15	4
Level 5 units: **120 credits**			
Core Unit Mandatory	18. Research Project (Pearson-set)	30	5
Core Unit Mandatory	19. Hospitality Consumer Behaviour and Insight	15	5
Specialisation Optional Unit	25. Food Service Management	15	5
Specialisation Optional Unit	27. Front Office Operations Management	15	5
Specialisation Optional Unit	31. Hospitality Digital Marketing	15	5
Specialisation Optional Unit	38. Concepts and Innovation in Hospitality	15	5
Specialisation Optional Unit	44. Strategic Human Resource Management	15	5

Semester structure of BTEC Pearson Level 5 (RQF) HND in Hospitality Management at ICON College of Technology and Management

Semester One	Semester Two
Unit 1 The Contemporary Hospitality Industry (L4) * Unit 2 Managing Customer Experience (L4) * Unit 3 Professional Identity and Practice(L4) * Unit 4 Hospitality Business Tool Kit (L4) *	Unit 5 Leadership and Management for Service Industries (Pearson-set) (L4) * Unit 6 Managing Food and Beverage Operations (L4) ** Unit 7 Managing Accommodation Services (L4)** Unit15 Hospitality Marketing Essentials (L4) **
Semester Three	**Semester Four**
Unit 18 Research Project (Pearson-set) (L5) Part1: Proposal, LR and Methodology * Unit 19 Hospitality Consumer Behaviour and * Insight (L5) Unit 25 Food Service Management (L5) *** Unit 27 Front Office Operations Management (L5) ***	Unit 18 Research Project (Pearson-set) (L5) Part 2: Field research and write-up * Unit 31 Hospitality Digital Marketing (L5) *** Unit 38 Concepts and Innovation in Hospitality (L5) *** Unit 44 Strategic Human Resource Management (L5) ***

*Mandatory Core units **Core Optional units from Group A&B ***Specialist Optional units

Course Specifications for HND in Hospitality Management (RQF)

Course title

BTEC Higher National Diploma (HND) in Hospitality Management (RQF)

Awarding body

Pearson Education Ltd

Teaching Institution

ICON College of Technology and Management

Accreditation

Pearson BTEC Level 5 Higher National Diploma in Hospitality Management
QAN: 603/2279/2
First Teaching: Sept 2018
Review Date: 31 August 2023

Final award

Pearson BTEC Level 5 HND in Hospitality Management

Progression

A progression path for Pearson BTEC HNC and HND learners is to the second or third year of a degree or honours degree Course, depending on the match of the Pearson BTEC Higher National units to the degree Course in question.

Details of entry requirements for BTEC Higher National graduates into degree Courses at institutions in the UK and internationally can be found on the Degree Course Finder website (http://degreecoursefinder.pearson.com/).

The skills offered as part of the Pearson BTEC Higher National Diploma can provide graduates with the opportunity to work in many different areas of the Hospitality sector. Below are some examples of job roles this qualification could lead to:

- ❖ Marketing and Sales Manager
- ❖ Rooms Divisions Operations Manager
- ❖ Front Office Manager
- ❖ Housekeeping Manager
- ❖ Events Manager

Admission requirements

Applicants will normally need to have at least one of the following:
- a level 3 qualification
- a level 2 qualifications and relevant work experience

- or substantial work experience related to the field of proposed study
  and,
- Demonstrate capability in English equivalent to CEFR level B2 e.g. IELTS 5.5 (including 5.5 for reading and writing), PTE 51 or equivalent.
  and,
- Demonstrate a Commitment to Study and a reasonable expectation of success on the Course

International qualifications at the appropriate level and equivalent to the above will also be accepted.

Where applicants do not have a formal qualification to demonstrate capability in English, they will be required to undertake the Colleges written English Language test before an offer of a place on a Course is made.

Judgement of their capability in spoken English will be assessed by the HoD at the interview. Suitable alternative arrangements to written tests will be made where a student declares a disability, specific learning difficulty or long-term health condition on their application form, e.g. oral questioning, amanuensis etc.

Aims of the course

- equipping individuals with knowledge, understanding and skills for success in employment in the Hospitality sector
- enabling progression to an undergraduate degree or further professional qualification in Hospitality or related area
- developing a range of skills and techniques, personal qualities and attributes essential for successful performance in working life and thereby enabling learners to make an immediate contribution to employment
- providing flexibility, knowledge, skills and motivation as a basis for future studies and career development in Hospitality Management
- developing a sound understanding of the principles in their field of study and will have learned to apply those principles more widely. They will have learned to evaluate the appropriateness of different approaches to solving problems. They will be able to perform effectively in their chosen field and will have the qualities necessary for employment in situations requiring the exercise of personal responsibility and decision-making.

Relevant external reference points

QAA benchmark standards for Hospitality Management undergraduate
degree Course
Pearson Higher National Hospitality Management Specification- RQF
Level 5
Confederation of Tourism and Hospitality

Credit value

240 credits (see Course structure)

Course learning outcomes

1. Knowledge and Understanding

Learners will be expected to gain the following knowledge during the course of study:
- developing the knowledge, understanding and skills of learners in the field of Hospitality Management
- equipping learners with knowledge, understanding and skills for success in employment in the hospitality sector industries
- providing opportunities for specialist study relevant to individual vocations and contexts
- developing the learner's ability to work in the hospitality sector industries through effective use and combination of the knowledge and skills gained in different stages of the course
- developing a range of skills and techniques, personal qualities and attributes essential for successful performance in working life and thereby enabling earners to make an immediate contribution to employment

2. Skills

Learners will be expected to develop the following skills during the course of study:
- the ability to read and use appropriate literature with a full and critical understanding
- the ability to think independently and solve problems
- the ability to take responsibility for their own learning and recognise their own learning style
- obtaining and integrating several lines of subject-specific evidence to formulate and test propositions
- the ability to understand the need for ethical standards and professional codes of conduct when designing, planning, conducting and reporting an investigation
- the ability to undertake investigations of hospitality management in a responsible, safe and ethical manner

Teaching, Learning and assessment strategies

The aims of the Teaching, Learning and Assessment Strategy is to achieve the following:
- To educate students who are motivated and self-directed critical thinkers, capable of conducting an independent enquiry
- To provide students with both sound academic knowledge and vocational expertise
- To foster independent and collaborative learning among students and to encourage lifelong learning leading to enhancing their career potentials

- To develop and implement approaches to feedback and assessment that maximise learning and student outcomes
- To widen participation from students who are mature, from Black and Minority Ethnic Communities, and come from lower socio-economic backgrounds

The generic components of teaching and learning strategy normally involve a variety of approaches and include delivering many of the following:

- Regular use of formal lecture sessions in all units.
- Regular assignment workshops and seminars in all units.
- Regular use of individual and/or team-based projects in all units.
- Regular use of self-directed and directed reading in all units.
- Regular use of library resources in all units.
- Regular use of tutor-led and student-led discussion groups via e-learning platform; ICON VLE in all units.

The assessment is criterion-referenced and learners' are assessed against published learning outcomes and assessment criteria. All units are individually graded as 'Pass', 'Merit' or 'Distinction'. To achieve a pass grade for the unit, learners must meet the assessment criteria set out in the unit specifications.

Course structure

All students take a total of 15 units over 2 years to gain an HND in Hospitality Management. There are 8 Units at level- 4 to be taken in the first year and 7 Units at level-5 in the second year with the Research Project with 30 credits extending to two semesters.

Course Structure for RQF HND in Hospitality Management (General)

Pearson BTEC Level 5 HND in Hospitality Management (General)		Unit Credit	Level
Level 4 units: 120 credits			
Core Unit Mandatory	1. Contemporary Hospitality Industry	15	4
Core Unit Mandatory	2. Managing the Customer Experience	15	4
Core Unit Mandatory	3. Professional Identity and Practice	15	4
Core Unit Mandatory	4. The Hospitality Business Toolkit	15	4
Core Unit Mandatory	5. Leadership and Management for Service Industries (Pearson-set)	15	4
Optional Unit Group A	6. Managing Food and Beverage Operations	15	4
Optional Unit Group A	7. Managing Accommodation Services	15	4
Optional Unit Group B	15. Hospitality Marketing Essentials	15	4
Level 5 units: 120 credits			
Core Unit Mandatory	18. Research Project (Pearson-set)	30	5
Core Unit Mandatory	19. Hospitality Consumer Behaviour and Insight	15	5
Specialisation Optional Unit	25. Food Service Management	15	5
Specialisation Optional Unit	27. Front Office Operations Management	15	5
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Specialisation Optional Unit	38. Concepts and Innovation in Hospitality	15	5
Specialisation Optional Unit	44. Strategic Human Resource Management	15	5

- The total number of credits required for certification is 240.
- All students will be registered for the 2 year HND but students can claim HNC after successfully completing all level 4 units in year 1, if the student wish to quit the studies.
- Each unit carries 15 credits except the Research Project which has 30 credits.
- Research Project is taught in two consecutive semesters in the second year where works from semester 3 will be carried over to semester 4.
- Although Part 1 of Research Project will be assessed in year 3, final grade for the unit will be awarded in semester 4.
- Under exceptional circumstances, compensation of 15 credits in year 1 and 15 credits in year 2 can be considered if the student has demonstrated that they attempted all required units and failed.

Mode of Study

Full-time and Part-time.
The course is taught full time for four semesters in two years, with four units per semester.

Assessment Regulations

The Hospitality Management units will be assessed using a variety of assessment methods, including case studies, assignments and work-based assignments, together with projects, performance observation; including PowerPoint presentation and time constrained assessment (written tests). All the assessment material should be valid, reliable and fit for purpose.

A coursework assignment provides the basis for the final summative assessment to assess the achievement of specific assessment criteria related to the Learning Outcomes. A student who, during the first assessment opportunity, has failed to achieve a Pass in a specific unit will have one more opportunity to undertake reassessment.

- Only one opportunity for reassessment of the unit will be permitted.
- Reassessment for course work, project- or portfolio-based assessments shall normally involve the reworking of the original task.
- For examinations, reassessment shall involve completion of a new task.
- A student who undertakes a reassessment will have their grade capped at a Pass for that unit.
- A student will not be entitled to be reassessed in any component of assessment for which a Pass grade or higher has already been awarded.

Repeat units

A student who, for the first assessment opportunity and reassessment opportunity, still failed to achieve a Pass for that specific unit:

- At Centre discretion and Assessment Board, decisions can be made to permit the student to retake or repeat that specific unit
- The student must study the unit again with full attendance and payment of the unit fee
- The overall unit grade for a successfully completed repeat unit is capped at a Pass for that unit
- Units can only be repeated once.

Evaluation and revision

The Assessment Boards (AsBs) evaluates the external examiner's reports every year and makes sure the action plans produced from their reports are implemented effectively, and the progress is reported to the Academic Board. The College also carries out a feedback on assignments to students by a progress monitoring sheet in the form of formative assessment which has been commended by standard verifiers of Pearson as supportive and effective.

Internal verification of Assignment Briefs ensures that before any assignment brief is released to students, clear assessment criteria, and correct administrative information on assignment are included. Internal verifier teams identify what changes if any in the assignment brief are required and what corrective action should be taken by assessor and should ensure that it is fit for purpose.

Internal verifiers also check a range of assessment decisions for all assessors and units by sampling some of the assignments. In case of unexpected assessment decisions, (e.g. everybody achieving Distinction in the assignment), additional sampling will be conducted on individual units/assessors and reported to Assessment Boards for decision.

Student Support

The teaching philosophy at Icon requires students to be exposed to a range of learning methods and materials.

All tutors now support their classes by the use of "ICON VLE", a suite of electronic web-based materials that permits students to use the ICON intranet to access materials such as syllabi, Course plan, reading lists, reading assignments, and PowerPoint presentations for each of their Courses.

Student Survey is the primary method of obtaining and gauging student feedback at Icon. The evaluation forms are comprised of both qualitative and quantitative elements. Also Student and Staff Liaison Panel meetings, held each semester, to discuss Course issues and concerns is another way to support the student.

The Personal Tutorial System is an essential part of the College's Teaching, Learning and Assessment Strategy. It is also aimed at contributing to enhancement of the teaching and learning experience of the students. The College assigns every student a designated Personal Tutor who is available by appointment throughout the academic year. The relationship between the student and the personal tutor is built on trust and confidentiality. Whether the problem is related to a financial hardship, accommodation matters, or learning disabilities and academic difficulties, the Personal Tutor is the first contact point at the College.

Appendices

Semester structure and unit syllabus

Appendix A

Semester structure of BTEC Pearson Level 5 (RQF) HND in Hospitality Management at ICON College of Technology and Management (Starting September 2018)

Semester One	Semester Two
Unit 1 The Contemporary Hospitality Industry (L4) * Unit 2 Managing Customer Experience (L4) * Unit 3 Professional Identity and Practice(L4) * Unit 4 Hospitality Business Tool Kit (L4) *	Unit 5 Leadership and Management for Service Industries (Pearson-set) (L4) * Unit 6 Managing Food and Beverage Operations (L4) ** Unit 7 Managing Accommodation Services (L4)** Unit15 Hospitality Marketing Essentials (L4) **
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*Mandatory Core units **Core Optional units from Group A&B ***Specialist Optional units

Unit Description and Syllabus

Unit 1: The Contemporary Hospitality Industry

Unit code	Y/616/1788
Unit type	Core
Unit level	4
Credit value	15

Introduction

The aim of this unit is to provide students with knowledge and understanding of the hospitality industry. Gaining insight into how hospitality organisations function within the wider business environment.

Students will examine the purpose of different hospitality organisations, exploring the size, scale and scope of the hospitality industry. Students will explore the skills requirements and the challenges that hospitality organisations have with recruiting sufficiently skilled staff to support business growth. Students will consider the external factors that impact the hospitality industry and will gain an understanding of what drives supply and demand for hospitality products and services. Students can then use the knowledge, understanding and skill sets gained in this unit to be able to identify, and take advantage of, potential trends and developments.

Learning Outcomes

By the end of this unit students will be able to:

1. Examine the current structure, scope and size of the hospitality industry

2. Explore current and anticipated skills requirements in the hospitality industry

3. Review the internal and external factors that impact the hospitality industry and how they relate to current issues facing the hospitality industry

4. Analyse the current and potential trends and developments affecting the hospitality industry.

Essential content

LO1 Examine the current structure, scope and size of the hospitality industry

The hospitality industry:

Definition of the hospitality industry

Different hospitality sectors and classifications of hospitality including accommodation; restaurants; pubs, bars and nightclubs; hospitality and food service providers; membership clubs and events; brands and businesses

The relationship between hospitality and travel and tourism sectors

The economic value and contribution of the hospitality industry

Direct and indirect impacts on the economy

The tangible and intangible nature of the hospitality industry

Different types of products and services within the hospitality sector

Organisational structure within different hospitality sectors:

Operational departments, functional departments and the interrelationships between these

Global growth and developments:

Key factors driving growth of the hospitality industry locally and internationally

The expansion of international hotel chains and brand identity

The growth of franchising and licensing agreements across hospitality sectors

LO2 Explore current and anticipated skills requirements in the hospitality industry

Staff types and job roles:

The different role and responsibilities of functional specialists: operational, supervisory, front line managers and back office management roles

Skilled/semi-skilled/unskilled positions

Hospitality skills sets:

Requirements for technical or practical skills in specific job roles

Priority skills for the hospitality industry e.g. customer handling skills, team working skills, cultural awareness

Current skills shortages in the hospitality industry

Drivers of skills gaps:

Contemporary factors driving skills shortages and high labour turnover

Factors that have affected recruitment and talent development e.g. migratory and mobile labour force, industry image, expectations around wages

Impacts on hospitality businesses:

A range of impacts that include increased workload for staff, de-skilling of operations, difficulties meeting quality standards, higher operating costs, difficulties introducing new working practices, loss of business to competitors

LO3 Review the internal and external factors that impact the hospitality industry and how they relate to current issues facing the hospitality industry

The macro environment:

Impact analysis of external factors using the PESTLE framework: the influence of political, economic, social, technological, legal and environmental factors

How hospitality organisations monitor and forecast external influences

The micro environment:

The impact of organisational internal factors using SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to assist in the decision-making process within organisations

Factors effecting supply and demand:

How a variety of different factors both locally and internationally can impact on the supply and demand of hospitality products and services and how individual hospitality businesses can respond to these factors

LO4 Analyse the current and potential trends and developments affecting the hospitality industry

Drivers of current trends and developments:

Changing consumer lifestyle trends, sustainability and ethical considerations, the impact of the digital revolution on production and consumption, emerging markets and brand developments

Responding to trends:

How the hospitality industry responds to trends and developments

Product and service developments to meet changing demands

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the current structure, scope and size of the hospitality industry		**D1** Analyse how global growth, franchising and licensing developments have contributed to the economic worth of the hospitality industry
P1 Explore the different types of business within the hospitality industry and the diverse products and services they offer **P2** Examine a range of operational and functional departments within a chosen hospitality business **P3** Discuss the contribution of the hospitality industry to local, national and international economies	**M1** Review the interrelationships of the operational and functional units within a chosen hospitality business **M2** Assess how the use of franchising and licensing agreements has influenced the global development of the hospitality industry	
LO2 Explore current and anticipated skills requirements in the hospitality industry		**D2** Analyse the impact that skills gaps have on hospitality businesses and make valid solutions for addressing these skills gaps
P4 Investigate a range of different operational roles within the hospitality industry **P5** Examine the skills required for roles within the hospitality industry and current skills shortages	**M3** Review the skills gaps within the hospitality industry in relation to a range of different operational roles	

Pass		Merit	Distinction
LO3 Review the internal and external factors that impact the hospitality industry and how they relate to current issues facing the hospitality industry			**LO3 LO4** **D3** Critically evaluate how external factors impact on current and potential trends and developments in the hospitality industry using specific examples to demonstrate how the industry has developed in response
P6 Assess the political, economic, social, technological, legislative and environmental factors that affect the development of organisations operating within the hospitality industry **P7** Undertake a SWOT analysis for a hospitality business and review how this can inform the decision-making process		**M4** Evaluate the impacts of external factors on the development of organisations operating within the hospitality industry, using specific examples	
LO4 Analyse the current and potential trends and developments affecting the hospitality industry			
P8 Appraise the implications of current and potential trends in the hospitality industry providing a range of specific examples		**M5** Evaluate the ability of a specific hospitality business to develop products and services to meet current trends	

Recommended resources

Textbooks

BARROWS, W., POWERS, T. and REYNOLDS, D. (2012). *Introduction to Management in the Hospitality Industry*. 8th ed. Chichester: Wiley and Sons

BRYMER, R., MALL, L. and BRYMER, R. (2017) *Hospitality: An Introduction.* 16th ed. Dubuque: Kendall Hunt Publishing.

DAVIS, B. and LOCKWOOD, A. (2012) *Food and Beverage Management.* 5th ed. Oxford: Routledge.

JOHNSTON, R., CLARK, G. and SHULVER, M. (2012) *Service Operations Management.* Harlow: Pearson Publishing.

MEDLIK, R. and INGRAM, S. (2016) *The Business of Hotels.* 4th ed. Oxford: Routledge.

Websites

www.bha.org.uk	British Hospitality Association
	News, Articles, Industry
	(General Reference)
www.hospitalitynet.org	Hospitality Net
	International News, Hot Topics, Market intelligence
	(General Reference)
www.hotelnewsresource.com	Hotel News Resource
	Industry news
	(General Reference)
www.ih-ra.com	International Hotel and Restaurant Association
	News
	(General Reference)
www.strglobal.com	STR Global
	Hotel market data and benchmarking
	(General Reference)
www.thecaterer.com	The Caterer
	Industry news for catering and hospitality
	(General Reference)

Links

This unit links to the following related units:

Unit 6: Managing Food and Beverage Operations

Unit 7: Managing Accommodation Services

Unit 8: Managing Conference and Events

Unit 9: Managing Food Production

Unit 38: Concepts and Innovation in Hospitality

Unit 41: Hospitality Business Strategy

Unit 2: Managing the Customer Experience

Unit code	D/616/1789
Unit type	Core
Unit level	4
Credit value	15

Introduction

The aim of this unit is to provide students with background knowledge and understanding of how hospitality businesses manage the customer experience from the initial needs analysis through to after sales follow-up.

During the unit, students will be able to map the journey that a customer makes through a hospitality business, identifying crucial touch points and recognising how these touch points can be managed to optimise the customer's experience.

Students will consider how technology is changing the way customers interact with hospitality businesses and how digital initiatives should complement existing customer journeys whist recognising that online and offline consumers are distinctly different. Students can then use this knowledge to provide customer service both within business and services and on-line contexts to meet required standards.

Learning Outcomes

By the end of this unit students will be able to:

1. Explain the needs and expectations of market segments for the service industry

2. Explore the customer experience map to create business opportunities and optimise customer touch points

3. Investigate the impacts of digital technology in customer relationship management

4. Apply effective customer experience management within a service sector business to maximise customer engagement.

Essential content

LO1 Explain the needs and expectations of market segments for the service industry

Target markets:

Defining the customer profile and characteristics of the target audience through market segmentation

Use of individual characteristics such as age, gender, income, occupation, geographic location, education, ethnicity

Customer behaviours and attitudes:

Understanding the customer behaviours and attitudes of different market segments to build brand loyalty and trust

The four clusters of emotions which drive or destroy value (Shaw)

Engagement factors:

Different opportunities for customer engagement

Onboarding and post-boarding strategies for customer engagement

Different factors that drive and influence customer engagement e.g. compelling offers, competitive prices and accessibility

LO2 Explore the customer experience map to create business opportunities and optimise customer touch points

The customer journey and experience mapping:

Definition of the customer journey experience map

The stages of the customer journey and how the customer journey map supports businesses to understand how to interact with customers

Deconstructing the customer journey and building the customer narrative to provide strategic insights

The use of experience mapping as a strategic process of capturing and communicating complex customer interactions

Touch points:

Identifying critical moments when customers interact with the organisation pre, during and post the customer experience

The key building blocks of doing, feeling and thinking

LO3 **Investigate the impacts of digital technology in customer relationship management**

CRM systems:

Definition of Customer Relationship Management (CRM) systems

Different types of CRM systems e.g. operational, analytical and how each of these contribute to the management of customer relationships

On-line customer experiences:

How hospitality businesses interact with current and potential customers via a choice of integrated digital marketing channels

How digital content and the speed and consistency of exchanges and transactions impacts on individual businesses

Social media:

The use of different social media platforms to raise awareness of products and services and communicate with customers

LO4 **Apply effective customer experience management within a service sector business to maximise customer engagement**

CEM Strategies:

Definition of Customer Experience Management (CEM)

The goals of CEM

The use of touch point analysis

The stages of the customer experience strategy: assessing market needs, experience mapping, identifying and designing the brand experience and structuring touch points to measure and evaluate

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the needs and expectations of market segments for the service industry		**D1** Evaluate a broad range of different target customer groups' needs and expectations in terms of customer engagement for a service sector organisation
P1 Explain the value and importance of understanding the needs, wants and preferences of target customer groups for a service sector industry **P2** Explore the different factors that drive and influence customer engagement of different target customer groups within a service sector organisation	**M1** Review how customer engagement factors determine customer on-boarding strategies for different target customer groups within a service sector organisation	
LO2 Explore the customer experience map to create business opportunities and optimise customer touch points		**D2** Analyse how a selected service sector organisation can optimise each of the customer touch points to influence the behaviour, responses and actions of its customers to enhance the customer experience
P3 Create a customer experience map for a selected service sector organisation **P4** Discuss how the customer touch-points throughout the customer experience create business opportunities for a selected service sector organisation	**M2** Create a detailed customer experience map that charts the customer journey model and examines the activities and actions taken at each customer touch point to create business opportunities for a selected service sector organisation	
LO3 Investigate the impacts of digital technology in customer relationship management		**D3** Critically evaluate the advantages and disadvantages of CRM systems used in service sector businesses for acquisition and retaining of customers
P5 Examine how digital technology is employed in managing the customer experience within the service sector, providing specific examples of customer relationship management (CRM) systems	**M3** Evaluate how digital technologies employed in managing the customer experience within the service sector are changing CRM systems to effectively acquire and retain customers	

Pass	Merit	Distinction
LO4 Apply effective customer experience management within a service sector business to maximise customer engagement		**D4** Evaluate the delivery of customer service strategies and communication, justifying and making valid recommendations for improvement for developing a quality customer experience
P6 Illustrate customer service strategies in a specific service sector context **P7** Demonstrate how customer service strategies create and develop the customer experience in a way that meets the needs of the customer and required business standards	**M4** Review the application of customer service strategies of a specific service sector organisation in creating the customer experience and make recommendations for improvement	

Recommended resources

Textbooks

BARROWS, W., POWERS, T. and REYNOLDS, D. (2012) *Introduction to Management in the Hospitality Industry*. 10th ed. Chichester: John Wiley and Sons.

BUTTLE, F. (2015) *Customer Relationship Management: Concepts and Technologies.* 3rd ed. Oxford: Routledge.

GOODMAN, J. (2009) *Strategic Customer Service: Managing the Customer Experience to Increase Positive Word of Mouth, Build Loyalty, and Maximize Profits.* Maidenhead: Amacom.

GRONROOS, C. (2015) *Service Management and Marketing: Managing the Service Profit Logic.* 4th ed. Chichester: John Wiley and Sons.

Websites

www.cca-global.com	CCA Global
	Research, publications
	(General Reference)
www.mckinsey.com	Mckinsey and Company
	The expanding role of design in creating an end-to-end customer experience
	(Article)
www.opentext.com	Global Customer Service Ebook
	Ebook
	(General Reference)

Links

This unit links to the following related units:

Unit 19: Hospitality Consumer Behaviour and Insight

Unit 27: Front of Office Operations Management

Unit 31: Hospitality Digital Marketing

Unit 33: Integrated Hospitality Marketing Communications

Unit 34: Hospitality Brand Management

Unit 3: Professional Identity and Practice

Unit code	R/616/1790
Unit type	Core
Unit level	4
Credit value	15

Introduction

With employment opportunities and career progression becoming increasingly competitive, it is vital that new employees appreciate the value of the correct skills and competences expected by employers.

This unit aims to guide students through the process of self-assessment of skills and competences, personal career planning and the application of different learning and development approaches within a work environment. Students are not necessarily expected to engage in work activities, however self-assessment and design must be applied within a specific work context to avoid it being generic. This unit compliments *Unit 13: Work experience,* to apply theory to practice as content links closely together.

The unit will also give students direction on how to prepare for job applications and interviews in a formalised manner, with the aim to improve career prospects. Students are expected to undertake a practical interview arranged and guided by the tutor or relevant employer.

Learning Outcomes

By the end of this unit students will be able to:

1. Explore the importance of on-going professional development and self-directed learning to enhance professional identity and career opportunities

2. Assess own skills, competences and the different learning and development approaches

3. Design a professional development plan, within a specific work context

4. Demonstrate a range of service industry and transferable skills for a job application.

Essential content

LO1 Explore the importance of on-going professional development and self-directed learning to enhance professional identity and career opportunities

Importance of on-going professional development:

Employer benefits such as skilled workforce, up-to-date knowledge, competitive edge through human capital, employee engagement through development opportunities, organisational brand image

Employee benefits such as intrinsic motivation, personal satisfaction, increased employability, added value on CVs and future employment, ownership of role, self-directed approaches gain more buy-in

Professional standards and expectations:

Personal presentation and appearance, appropriateness of appearance in specific contexts e.g. events versus Michelin-star restaurant, role-appropriate dress code and appearances and Chef versus Front of House receptionist

Importance of projecting the brand image

Maintaining professional standards – conduct in the workplace, representation out of work

Working responsibly and ethically

Common skills expected in the workplace:

Business skills audits, personal/professional skills, soft skills (EQ related) versus hard skills (IQ related) and appropriateness in given contexts

Soft skills and behaviours such as self-confidence, communications, delegation, networking, creative thinking and initiative

Hard skills such as math, accounting, programming, statistics, use of technology

Customer Service skills in understanding and meeting customer needs and expectations

Importance of cultural awareness and sensitivity for working in a culturally diverse sector

Team leading and development

Tuckman's model of group development

LO2 Assess own skills, competences and the different learning and development approaches

Self-assessment approaches and techniques:

Self-evaluation models e.g. technical and soft skills audits, personal SWOT analysis, personality trait assessment

Identifying team characteristics using Belbin team roles

Competences comparison against job specifications and required personal and professional skills

Learning and development approaches:

Learning approaches – behaviourist, cognitive and humanist

Learning theories such as Gagné's theory of instruction, VAK learning styles, Honey & Mumford learning cycle, Kolb's learning cycle, Bloom's taxonomy, Social Learning theory, Bandura's self-efficacy theory

Developmental options – formal training, on-job training, shadowing, buddying, self-directed study, secondment, coaching and mentoring, job rotation, workshops, conferences, social learning and networking

Aligning development options with specific work contexts

LO3 Design a professional development plan, within a specific work context

Writing and designing development plans:

SMART planning, contextualised design, appropriate formats for practical application

Cohesive personal and professional development:

Developing combinations of skills and competences such as hard skills, soft skills, technical skills, personal demeanour/conduct, appearance and presentation

Proactive learning and evaluation:

Taking ownership, requesting advice/guidance, showing initiative in developmental processes, recording learning

Employer involvement:

Management support, appropriate notification and consent, agreed monitoring and guidance

LO4 **Demonstrate a range of service industry and transferable skills for a job application**

Effective CV Writing:

Presentation format of a CV

Key information to include in a CV

Tailoring the CV to the specific job role

Interview processes and preparation:

First, second and third stage processes, group tasks and behaviours during interviews

Research of organisations to establish role requirements and key words in job advertisements

Time management and personal conduct, practice and rehearsal, body language and speech

Generating evidence of skills and experiences:

Evidence such as achievements and awards, qualifications, CPD records, appraisals, guest comments forms, peer review forms, previous employer references and referrals

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore the importance of on-going professional development and self-directed learning to enhance professional identity and career opportunities		**LO1 LO2** **D1** Critically evaluate own skills and competencies to meet the employer expectation of professional skills required for employment within a specific job role
P1 Examine the key benefits of on-going professional development for different stakeholders within a specific organisation **P2** Investigate professional employer expectations of skills and competencies within a specific organisational context	**M1** Evaluate the importance of on-going professional development and the associated professional skills requirements within a specific organisational context	
LO2 Assess own skills, competences and the different learning and development approaches		
P3 Assess own abilities, skills and competences for a specific job role **P4** Review a range of learning theories and approaches used for personal and professional development processes	**M2** Evaluate own skills and competences and the most appropriate developmental approach to develop personal and professional skills for a specific job role	
LO3 Design a professional development plan, within a specific work context		**D2** Produce a comprehensive development plan that sets out clear and achievable targets, strategies and outcomes of learning and training within a specific work context
P5 Construct a development plan to enhance chosen skills and competencies within a specific work context	**M3** Provide a detailed development plan that applies underpinning learning and development theory, in a specific work context	
LO4 Demonstrate a range of service industry and transferable skills for a job application		**D3** Produce a detailed and coherent critical reflection of an interview process and own abilities during this process
P6 Undertake a job interview for a suitable service industry role **P7** Review key strengths and weaknesses of an applied interview process	**M4** Evaluate a job interview process and the obstacles and challenges to overcome	

Recommended resources

Textbooks

COTTRELL, S. (2015) *Skills for Success: Personal Development and Employability.* Basingstoke: Palgrave Macmillan.

KIRTON, B. (2012) *Brilliant Workplace Skills for Students & Graduates.* Harlow: Prentice Hall.

LOON, M. (2016) *Professional Practice in Learning and Development; How to design and deliver plans for the workplace.* London: Kogan Page Ltd.

ZOLLER, K. and PRESTON, K. (2014) *Enhancing your executive edge: How to develop the skills to lead and succeed.* Maidenhead: McGraw-Hill Education.

Websites

www.cipd.co.uk	Chartered Institute of Personnel and Development
	CPD information
	(General Reference)
www.hosco.com	HOSCO Recruitment
	Global Careers Advice and Jobs
	(General Reference)
www.hospitalityguild.co.uk	Hospitality Guild
	Careers Advice and News
	(General Reference)
www.mindtools.com	Mind Tools Essential Skills for an Excellent Career
	Articles, News
	(Research)

Links

This unit links to the following related units:

Unit 5: Leadership and Management for Service Industries

Unit 13: Work Experience

Unit 16: Human Resource Management

Unit 43: Organisational Behaviour

Unit 47: Pitching and Negotiation Skills

Unit 4: The Hospitality Business Toolkit

Unit code	Y/616/1791
Unit type	Core
Unit level	4
Credit value	15

Introduction

Everyone needs to understand the business – not just their own part of it but how all the different aspects link together. The actions of a hospitality manager can have an impact on other areas, and their actions can affect interrelationships with those departments, so students will need to understand all this and be able to take effective, informed decisions.

Many hospitality managers are at ease with the customer service side of the hospitality business, but are less comfortable diving into the financial side of things. Yet to be a successful hospitality manager, you must know how to control your department or property's finances responsibly and effectively. Every business requires its future leaders to have a level of understanding of key factors to drive both profitability and brand success. Using tools such as human capital, planning to recruit and retain the best staff, to interpreting and applying financial key indicators to drive profitability or gain market share.

This unit is designed to provide students with key skills for becoming competent managers in a hospitality environment. Allowing them to understand key principles with regard to key performance indicators both financial and non-financial.

This unit aims to give students the opportunity to develop their business acumen, covering a number of different business activities applied within the hospitality industry context. These include forecasting and budgeting, interpreting financial statements, recruitment and retention of staff, effective communication and dealing with legislation and regulation.

Learning Outcomes

By the end of this unit students will be able to:

1. Investigate how to manage finance and record transactions to minimise costs responsibly within the hospitality sector

2. Assess how to manage the Human Resources (HR) life cycle within the context of HR strategy

3. Illustrate the potential impact of the legal and ethical considerations on a hospitality business

4. Explain the importance of coordinating and integrating various functions of departments within the hospitality sector.

Essential Content

LO1 **Investigate how to manage finance and record transactions to minimise costs responsibly within the hospitality sector**

Business transactions:

Different types of business transactions (sales, purchases, receipts and payments) and regulations that apply to financial accounting

Methods to measure financial performance; use of Key Performance Indicators (KPIs), cost-to-profit ratios and Return on Investment (ROI)

Profit and Loss Statements:

Double entry recording in sales, purchases, cash disbursement and cash receipt journals before posting to the ledger accounts

Effective recording of debits and credits

Manual and computer software and systems for recording financial data and information

The trial balance and its role in the identification and rectification of errors; The components of a trial balance

Use of budgets for planning and control:

Income streams, fixed costs and variable costs

Methods of forecasting to set realistic profit margin targets

Pricing strategies and setting realistic targets

Control of resource allocation:

Stock taking

Inventory costings

Systems of waste management

Flagging cost control issues and progress in terms of targets and expectations

LO2 **Assess how to manage the Human Resources life cycle within the context of HR strategy**

The HR life cycle:

The concept of the HR/employee life cycle and HR solutions for ensuring effective management of key stages of the HR life cycle: recruitment and selection, onboarding and orientation, exit and transition

Different recruitment/interview methods

Performance management, training and development, succession planning and maintaining employee motivation to retain staff

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Managing a multicultural and international team

Promoting equality and diversity

Key HR legislation considerations in relation to the HR life cycle

LO3 **Illustrate the potential impact of the legal and ethical considerations on a hospitality business**

Legislation and legal responsibilities:

The relationship between regulations, legislation and standards

The implications and impacts of various legislation including environmental legislation, food safety legislation, alcohol licensing and consumer legislation

Legislation on data protection and confidentiality

Rules and regulations relating to cyber security

Employee legislation: equal opportunities, anti-discrimination, safeguarding

Ethical Considerations:

Business ethics

Corporate Social Responsibility

Employment law and its impacts on business decisions and contracts:

How employment law is defined

Application of law in cases of maladministration or breaches of contract

LO4 **Explain the importance of coordinating and integrating various functions of departments within the hospitality sector**

Effective articulation of business mission, goals and values

Different types of communication methods and reporting hierarchies

Delegating authority and responsibilities

Monitoring of processes between functions/departments in line with organisational objective

The importance of effective partnerships throughout the value chain

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate how to manage finance and record transactions to minimise costs responsibly within the hospitality sector		
P1 Investigate the principles of managing and monitoring financial performance **P2** Apply the double entry book-keeping system of debits and credits to record sales and purchases transactions in a general ledger **P3** Produce a basic trial balance applying the use of the balance off rule to complete the ledger	**M1** Analyse sales and purchase transactions to compile a trial balance using double entry book-keeping appropriately and effectively	**D1** Record correctly transactions and produce an accurate trial balance by completing the balance off ledger accounts, checking that each transaction is recorded in line with accepted accounting principles
LO2 Assess how to manage the Human Resources life cycle within the context of HR strategy		
P4 Review the different stages of the HR life cycle applied to a specific hospitality job role and their importance for retaining and developing talent **P5** Develop a performance management plan for a specific hospitality job role applying techniques to resolve both negative behaviour and overcome issues of staff retention	**M2** Evaluate the importance of the HR life cycle in relation to strategic talent management and overcoming issues of staff retention	**D2** Make valid judgements and recommendations on how HR processes and documents can be improved for effective talent planning throughout the HR life cycle
LO3 Illustrate the potential impact of legal and ethical considerations on a hospitality business		
P6 Identify specific legislation that a hospitality organisation has to comply and adhere to **P7** Using specific examples illustrate how company, employment and contract law has a potential impact upon business decision-making in the hospitality industry	**M3** Examine the potential implications of regulations, legislation and standards upon decision-making in a hospitality organisation, providing specific examples	**D3** Critically reflect on the potential impacts of regulations, legislation and ethical principles upon decision-making in a hospitality organisation, providing specific examples

Pass	Merit	Distinction
LO4 Explain the importance of coordinating and integrating various functions of departments within the hospitality sector		
P8 Explore how different functional roles within the hospitality sector interrelate **P9** Explain the different methods of communication, co-ordination and monitoring applied within a specific department of a hospitality organisation to strengthen the value chain	**M4** Analyse how different methods of communication, co-ordination and monitoring within a specific department of a hospitality organisation achieves organisational objectives and strengthens the value chain	**D4** Critically analyse different methods of communication, co-ordination and monitoring within a specific department of a hospitality organisation and make justified recommendations

Recommended resources

Textbooks

ARMSTRONG, M. and TAYLOR, S. (2014) *Armstrong's Handbook of Human Resource Management Practice.* 13th ed. London: Kogan Page.

BURGESS, C. (2014) *Essential Financial Techniques for Hospitality Managers – a practical approach*. 2nd ed. Oxford: Goodfellow Publishers

BURGESS, C. (2015) *Hotel Middle Managers and Corporate Entrepreneurship*. In: Altinay, L. and Brookes, M. (eds.) *Entrepreneurship in Hospitality and Tourism*. Oxford: Goodfellow Publishers.

HORNER, S. (2017) *Talent Management in Hospitality and Tourism*. Oxford: Goodfellow Publishers.

HORNGREN, C., SUNDEN, G., STRATTON, W., BURGSTALHER, D. and SCHATZBERG, J. (2013) *Introduction to Management Accounting*. Global ed. Harlow: Pearson.

Websites

www.bighospitality.co.uk	Big Hospitality
	Legislation
	(General Reference)
www.cipd.co.uk.	CIPD Chartered Institute of Personnel and Development
	(General Reference)
www.food.gov.uk	Food Standards Agency
	(General Reference)
www.hospa.org	HOSPA Hospitality, Finance, Revenue and IT professionals
	(General Reference)

Links

This unit links to the following related units:

Unit 5: Leadership and Management for Service Industries

Unit 14: Management Accounting

Unit 16: Human Resource Management

Unit 44: Strategic Human Resource Management

Unit 5: Leadership and Management for Service Industries

Unit code	D/616/1792
Unit type	Core
Unit level	4
Credit value	15

Introduction

The ability to lead and manage effectively is highly sought after by service industry employers as they seek to produce and develop managers that can motivate, enthuse and build respect throughout their workforce.

This unit is a Pearson-set unit. Tutors will choose a topic based on a theme and selection of topics provided by Pearson (this will change annually). The unit will enable students to explore and examine a relevant and current topical aspect of leadership and management in the context of the service sector environment.

This unit also enables students to gain understanding of leadership and management principles, and to review their potential for a career in management in the service sector. After exploring organisations' structures and cultures they will learn classical management theories and leadership styles and how these are applied to managing commercial organisations.

In addition to the students gaining a good understanding of how management theories are practiced in today's industries they will evaluate effective management and leadership skills for the service industries through application and reflection on skills required and applied in a service industry context.

*Please refer to the accompanying Pearson-set Assignment Guide and Theme and Topic Release document for further support and guidance on the delivery of the Pearson-set unit.

Learning Outcomes

By the end of this unit students will be able to:

1. Review classical management theories and leadership styles

2. Explore the factors that influence different management styles and structures in a service industry context

3. Assess current and future management and leadership skills for the service sector

4. Demonstrate management and leadership skills in a service industry context.

Essential content

LO1 Review classical management theories and leadership styles

Organisational structure and culture:

Different types of organisational structures e.g. unitary, centralised, de-centralised, divisional, matrix, process

Organisational culture definition, types e.g. Handy's theory, Deal and Kennedy

Determinants of culture, cultural change and ethical issues

Management and Leadership:

The functions of management related to different theories of management that includes classical management, administrative (Fayol), scientific (Taylor), behavioural and contingency theory

The definitions and differences of both a leader and manager

The role of the leader versus the role of the manager

Different leadership styles

Motivational management e.g. Maslow, Hertzberg

LO2 Explore the factors that influence different management styles and structures in a service industry context

Internal organisational factors:

Complex business demands and alignment

Complex financial and investment management

Internal relationships, organisational structures and culture

Innovation

Multicultural and international workforce

Employee engagement and commitment

External Factors:

Managing diverse talent, stakeholders and customers

Globalisation and promoting global capabilities

Digital and innovative disruption e.g. Airbnb, HomeStay and Onefinestay

Mobile and intuitive interface developments creating a personalised service economy e.g. Foursquare

Experience creation versus brands

LO3 Assess current and future management and leadership skills for the service sector

Management skills:

The characteristics and skills of an effective manager including team dynamics, planning, decision-making, strategic mindset, problem-solving, communicating (verbal and non-verbal) motivating, delegating, managing discipline and dealing with conflict

Approaches to management e.g. task orientation and relationship orientation

Leadership skills:

Soft skills including communication, delegation, inspirational motivation, positive attitude, trustworthiness, creative thinking and innovative problem-solving, giving and receiving feedback, taking responsibility for both success and failure, cultural sensitivity, global outlook and agility

Approaches to successful leadership e.g. situational, transformational and inspirational leadership

The hard skills of management versus the soft skills of leadership

The growing importance of 'soft skills' for the service industries

Developing capabilities and self-awareness:

The importance and significance of reflective practice for career development

LO4 Demonstrate management and leadership skills in a service industry context

The service industry context:

Differentiate between the many roles and responsibilities of a service sector manager

Different communication processes and strategies applied in different contexts

Principles of change management

Developing leaders in the service industry context:

Redefining capabilities and leadership qualities for a dynamic environment

Development of multicultural leaders from different backgrounds and perspectives

Investment in management and leadership development

Coaching and mentoring opportunities

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Review classical management theories and leadership styles		
P1 Assess different classical management theories and apply these in a service industry context **P2** Explain the role of the leader and different leadership styles in a service sector industry context **P3** Review the management and leadership styles in a specific service sector organisation	**M1** Analyse management and leadership styles in a specific service sector organisation in relation to organisational structure and culture	**D1** Evaluate a specific organisation's current management and leadership styles making links to theorists and providing evidence of organisational practice
LO2 Explore the factors that influence different management styles and structures in a service industry context		
P4 Investigate the internal and external factors that influence management styles and structures in a selected service industry organisation	**M2** Analyse the internal and external factors that influence management styles and structures in a selected service industry organisation identifying strengths and weaknesses	**D2** Critically analyse how specific management styles have been influenced and changed by internal and external factors in a selected service industry organisation
LO3 Assess current and future management and leadership skills for the service sector		**LO3 LO4** **D3** Critically evaluate how, in response to change, management and leadership skills in the service sector have developed
P5 Asses current management and leadership 'hard' and 'soft' skills providing evidence from specific service sector examples **P6** Discuss future management and leadership skills required by the service sector and how these can be achieved	**M3** Evaluate current and future management and leadership skills that are crucial for the service sector	

Pass	Merit	Distinction
LO4 Demonstrate management and leadership skills in a service industry context		
P7 Compare and contrast different service industry organisations change management systems and leadership in implementing change	**M4** Analyse how change management affects management and leadership skills and styles	

Recommended resources

Textbooks

BROOKS, I. (2008) *Organisational Behaviour: Individuals, Groups and Organisation.* 4th ed. Harlow: Pearson.

COLE, G.A. (2011) *Management: Theory and Practice.* 7th ed. London: Cengage Learning.

HUCZYNSKI, A.A. and BUCHANAN, D.A. (2013) O*rganisational Behaviour: an Introductory Text*. 8th ed. Harlow: Pearson.

MULLINS, L. (2016) *Management and organisational behaviour*. 11th ed. Harlow: Pearson.

ROBBINS, S.P. and JUDGE, T.A. (2008) *Essentials of Organisation Behaviour.* 9th ed. New Jersey: Prentice Hall.

SHEPPARDSON, C. and GIBSON, H. (2011) *Leadership and Entrepreneurship in the Hospitality Industry*. Oxford: Good Fellows Publishing.

Websites

www.cipd.co.uk	Chartered Institute of Personnel and Development
	Leadership Factsheet
	(General Reference)
www.i-l-m.com	Institute of Leadership and Management
	(General Reference)
www.lmi-world.com	Leadership Management International
	(General Reference)

Links

This unit links to the following related units:

Unit 3: Professional Identity and Practice

Unit 4: The Hospitality Business Toolkit

Unit 24: Barista to Bar Management

Unit 25: Food Service Management

Unit 27: Front of Office Operations Management

Unit 43: Organisational Behaviour

Unit 6: Managing Food and Beverage Operations

Unit code	H/616/1793
Unit level	4
Credit value	15

Introduction

The aim of this unit is to provide students with background and operational knowledge of the food and beverage industry. Students will examine the different kind of businesses found within the hospitality sector and the standards associated with them.

Students will be expected to learn the operational skills required to work within the food and beverage sector and gain an appreciation for the equipment and technology used in operations. Students will learn how they can gain commercial advantage both operationally and from a marketing perspective. Finally, students will also learn about which factors effect customer's decision to purchase. Students will be able to use this knowledge as a foundation to develop a career in food and beverage management.

Learning Outcomes

By the end of this unit students will be able to:

1. Explore the food and beverage industry including different styles of food and beverage service outlets, rating systems and current industry trends

2. Demonstrate professional food and beverage service standards in a real working environment

3. Compare the ways that different food and beverage operations use technology to improve operational efficiency

4. Analyse customer motivations and behaviour and how food service outlets use this information to maximise business success.

Essential content

LO1 **Explore the food and beverage industry including different styles of food and beverage service outlets, rating systems and current industry trends**

Different types of food and beverage service outlets:

Full service restaurants; assisted service; fine dining; casual dining and branded restaurants; counter service; quick service (fast food); self-service; service in situ; bars and pubs; coffee culture and coffee shops; pop-up restaurants

The scope of the food and beverage sector:

The value and contribution of the food and beverage sector to the economy including employment rates, growth rates and future predictions

Rating and classification systems:

Different types of rating systems for the food and beverage sector

How standards and quality are awarded to businesses

The advantages of achieving standards for quality

International rating systems e.g. Michelin Stars that reflect business performance and standards

The impact ratings systems have upon business growth

Current industry trends:

Current trends affecting the sector including evolving food and drink products and diets, social trends, service styles, environmental and sustainability trends, styles of outlets and brand growth

Flexible service times, expansion from fixed contract catering to events catering

How digital technology is transforming the industry:

The use of Big Data and artificial intelligence (AI) for data analysis and increasing business intelligence, the commercial impact of The Internet of Things, the use of niche apps for new payment solutions and loyalty rewards changing consumer habits and behaviours

LO2 **Demonstrate professional food and beverage service standards in a real working environment**

Food service skills:

Different types of service methods e.g. plate, silver service, flambé service

The preparing, resourcing and setting up of food service e.g. layout to maximise available space of service area and flow of service, planning of staff allocation and managing schedules of service

Projecting business activity to forecast staff scheduling and service area layout

Monitoring and evaluating food organisation and service

Managing the service requirements to maximise specific business objectives

Dealing and resolving complaints and issues

Importance of professional conduct to inspire and motivate others

Essential personal and professional skills development:

How to maintain standards and project a professional image including time management, appropriate conduct and dress codes, communication and customer service skills, developing the right attitude and behaviours, image and personal selling

Beverage service skills:

Different types of service encounters for the serving of alcoholic and non-alcoholic beverages e.g. table service, tray service, counter service

Pre-service duties including selecting, ordering and stocking of supplies and post-service duties such as cashing up and cleaning equipment

Stock ordering and rotation procedures to maximise the shelf-life of beverage products

Managing the wine or bar cellar e.g. cellar and beverage storage procedures, management of supplier contracts, deliveries and monitoring of cellar and drinks storage operations

Manage equipment effectively:

Use of equipment e.g. correct cleaning and maintenance of equipment pre- and post-service use

The importance of cleaning and maintenance of equipment and the implications if this not undertaken

Legal requirements:

The legal and regulatory requirements for food and beverage service e.g. Food Safety; Health and Safety; alcohol licensing and responsible service of alcohol

LO3 Compare the ways that different food and beverage operations use technology to improve operational efficiency

Operational technology:

The impact of digital technologies on the customer service encounter: the use of Point of Sale Systems, Payment technology, Touch screen Technology (e.g. self-service screen) and mobile technology for quick service ordering and managed food delivery systems

Marketing technology:

The use of social media and multi-media platforms to promote products and services, capture customer feedback and support customer database management, display advertising and promotion online

LO4 Analyse customer motivations and behaviour and how food service outlets use this information to maximise business success

Consumer behaviour:

The hospitality consumer decision-making process

Factors that motivate consumers to buy

Different factors that influence specific target markets

The importance of marketing planning and strategies to achieve overall business objectives

Business strategy:

Use of market research, product selection, staff recruitment and training, branding, price setting, Unique Selling Points (USPs)

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore the food and beverage industry including different styles of food and beverage service outlets, rating systems and current industry trends		
P1 Explore different types of businesses within the food and beverage industry, profiling a chosen business within each area of the industry **P2** Explain different rating systems used for the food and beverage industry nationally and internationally **P3** Discuss the current and future trends affecting food and beverage businesses	**M1** Analyse how current and future trends are affecting food and beverage businesses products and services to meet business objectives	**D1** Critically analyse how different types of food and beverage businesses have adapted to current and future trends to meet business objectives
LO2 Demonstrate professional food and beverage service standards in a real working environment		**D2** Analyse the implications of failing to meet the professional food and beverage legal and regulatory requirements upon the overall operational performance
P4 Demonstrate professional food and beverage management skills within a food and beverage organisation **P5** Explain the legal requirements and regulatory standards that food and beverage service outlets must comply with, giving specific reference to the maintenance and cleaning of equipment	**M2** Discuss the importance and value of having to meet professional food and beverage legal and regulatory standards on operational performance and the consequences on performance if they are not adhered to	

Pass	Merit	Distinction
LO3 Compare the ways that different food and beverage operations use technology to improve operational efficiency		**LO3 LO4**
P6 Compare and contrast different operational and marketing technology for a range of different types of food and beverage businesses	**M3** Evaluate how digital technology enhances business performance for a range of different types of food and beverage businesses to meet business objectives	**D2** Critically evaluate the impact of digital technology both on the operations of food and beverage businesses and the significant influence it has upon consumer buying behaviour
LO4 Analyse customer motivations and behaviour and how food service outlets use this information to maximise business success		
P7 Investigate the factors that influence the consumers' decision on which food and beverage outlets they choose **P8** Analyse strategies used in a range of food and beverage outlets to attract and build a loyal customer base	**M4** Evaluate the effectiveness of strategies used in a range of food and beverage outlets to attract and build a loyal customer base	

Recommended resources

Textbooks

COUSINS, J., LILLICRAP, D. and WEEKES, S. (2014) *Food and Beverage Service.* 9th ed. London: Hodder Education.

DAVIES, B. and LOCKWOOD, A. (2012) *Food and Beverage Management*. 5th ed. Oxford: Routledge.

FOSKETT, D., PASKINS, P., PENNINGTON, A. and RIPPINGTON, N. (2016) *The Theory of Hospitality and Catering.* 13th ed. London: Hodder Education.

NINEMEIER, J. (2017*). Food and Beverage Management Operations*. Orlando: Educational Institute of the American Hotel Motel Association.

Websites

www.foodservicedirector.com	Food Service Director Magazine
	Industry trends, news and business
	(Research)
www.foodserviceequipmentjournal.com	Food Service Equipment Journal
	News and articles
	(Research/General Reference)
www.foodnewsfeed.com	FSR Magazine
	News and Reports
	(General Reference)
www.thecaterer.com	The Caterer
	Catering and Hospitality News
	(General Reference)

Links

This unit links to the following related units:

Unit 8: Managing Conference and Events

Unit 19: Hospitality Consumer Behaviour and Insight

Unit 20: Hospitality Supply Chain Management

Unit 24: Barista to Bar Management

Unit 25: Food Service Management

Unit 29: Managing and Planning an Event

Unit 37: Facilities Management

Unit 7: Managing Accommodation Services

Unit code	K/616/1794
Unit level	4
Credit value	15

Introduction

The accommodation sector is one of the largest sectors in the tourist industry, providing a wealth of opportunities for students to work within a dynamic and diverse sector. Opportunities are growing for accelerated career advancement, and positions in differing destinations and different types of establishments are expanding.

The sector is an integral part of the hospitality industry and this unit will provide students with a comprehensive understanding of the diverse accommodation services available to guests. Students will gain an overview of accommodation services, the different forms of ownership and classification systems. The functions of the front office will be introduced and they will explore the role the front office plays within accommodation services. The importance of housekeeping management will also be assessed along with the facilities and security functions of accommodation services.

Students will be able to identify trends and technologies for the sector and the impact they have on the different functions, services and guest provisions.

Learning Outcomes

By the end of this unit students will be able to:

1. Explain the types of accommodation services available within the hospitality industry

2. Discuss the role of the Front Office department within accommodation services

3. Assess the contribution of the Housekeeping department to providing effective accommodation services

4. Explore the role facilities and security plays within accommodation services.

Essential content

LO1 **Explain the types of accommodation services available within the hospitality industry**

Different types of accommodation services:

Different types and categories of accommodation providers

Global hotel chains and consortia

Serviced and non-serviced businesses

Different business purposes, objectives and supply of products and services

The size and contribution to GDP

Different business operating models e.g. low-cost model, the informal accommodation model e.g. Airbnb

Scale and scope of accommodation services:

Luxury, mid-range, budget or limited service

The types of facilities found within each: restaurants, valet, concierge, private dining, bars, banqueting and spas

Staffing levels within different types of accommodation providers

Ownership and affiliations:

Independently owned properties versus chain hotel management including management contracts, franchises, and referral groups

Classification, grading and online guest review sites:

Different types of classification systems

Issues related to classification systems

The impact of online review sites e.g. TripAdvisor on accommodation services

The role classification, grading and review sites have on hospitality consumer decision-making

Trends in accommodation services:

Digital and technological trends, themed and concept hotels, the move away from traditional accommodation provisions

The effect of changes on the growth of industry brand development, performance and profitability

The impact of digital technology on accommodation services:

Benefits to guests and accommodation properties e.g. increased level of consumption and increased loyalty

The impact on service provisions e.g. using smart phone and tablets for real time guest insights

LO2 **Discuss the role of the Front Office department within accommodation services**

Front Office operational structure:

Functional areas of the Front Office: reservations, reception, guest services, concierge and Night Audit

Front office organisational charts

Roles and responsibilities:

Different functional roles of the Front Office Manager, Reservation Manager, Reception Manager, Guest services Manager, Night Audit Manager, and Head Concierge

Front Office staff

The skills, qualities and competencies required for different functional roles

The importance of the role of Front Office services and the interrelationships between the different functional areas

How Front Office operations relate to overall business mission and objectives

LO3 **Assess the contribution of the Housekeeping department to providing effective accommodation services**

Housekeeping operational structure:

Role of housekeeping within different types of accommodation services

In-house versus contracted out housekeeping

Roles and responsibilities:

The key role and responsibilities of the Executive Housekeeper e.g. managing HR concerns such as high turnover, recruitment, selection, training, scheduling, budgeting and employee motivation

Managing a multicultural team

Managing and forecasting inventories:

Managing linens, uniforms, guest loan items, equipment, cleaning supplies and guest supplies

Consumable versus non-consumable items

Forecasting stock levels and establishing operating par stock levels

Budget and control of expenses:

Operating versus Capital Expenditure budget

Actual costs versus budgeted costs

The impact of forecasted occupancy levels v actual occupancy levels on the housekeeping budget

Controlling of expenses: operating expenses, specific area expenses and purchasing

Security concerns and the role the housekeeping department plays in creating safe and secure establishments

Guestroom cleaning:

Room assignments, inspections and turndown service

Room status codes

Daily cleaning, deep cleaning and maintenance of rooms

Rules and regulations concerning the use of chemicals and equipment

Environmentally-friendly procedures for sustainable housekeeping:

Green certified cleaning products, green detergents, energy efficient washers and dryers, biodegradable guest amenities, water saving techniques

Integrating sustainable practices with guest loyalty schemes

Relationship between housekeeping and the other functional departments found within accommodation services:

Front Office, Food and Beverage, Conference and Events

LO4 **Explore the role facilities and security plays within accommodation services**

Roles and responsibilities:

Key roles and functions of Facilities Manager, Maintenance Engineers, Security Manager, Security Guards

Maintenance:

Different types of maintenance, routine, preventative and scheduled

Cost implications of maintenance requirements

Room refurbishments and the importance of scheduling maintenance to minimise disruption to guests

Relationship between maintenance department and the housekeeping department:

How faults are communicated to the maintenance department

Work orders and allocation

Computerised maintenance management systems

Security:

Key card access, after-hours access to the property

Risk assessment security plans, alarms, camera systems, Health and Safety and fire procedures

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the types of accommodation services available within the hospitality industry		
P1 Identify the scale and size of the accommodation services found within the hospitality industry **P2** Explain the different forms of ownership available to accommodation services **P3** Discuss the role that, grading, classifications systems and online review sites play when potential guests look for and book accommodation	**M1** Evaluate a range of different accommodation services and the implications of ownership grading, classifications and online reviews upon guests' decision-making	**LO1 LO2** **D1** Critically evaluate a range of different accommodation services and the role front office plays in achieving positive grading, classifications and reviews to meet overall business objectives for guest satisfaction and profitability
LO2 Discuss the role of the Front Office department within accommodation services		
P4 Explain the organisation of front office functions within a variety of accommodation services **P5** Discuss the key roles within the front office department for a selected organisation	**M2** Analyse how operations of the front office department within a selected organisation meet the overall business mission and objectives	

Pass	Merit	Distinction
LO3 Assess the contribution of the Housekeeping department to providing effective accommodation services		**LO3 LO4**
P6 Review the key roles found within the housekeeping department in a selected organisation **P7** Assess the importance of forecasting linen stock and other guest supplies to ensure sufficient supply to meet demand **P8** Illustrate the importance of interrelationships between housekeeping and other key departments within a selected organisation to provide quality provision and services	**M3** Evaluate the relationship between the housekeeping department and other key departments in a selected organisation to provide effective quality accommodation services	**D3** Critically evaluate the importance of communication between the housekeeping and facilities department for providing effective quality accommodation services that meet overall guest satisfaction
LO4 Explore the role facilities and security plays within accommodation services		
P9 Examine the importance of scheduling maintenance or repair work to minimise disruption to guests **P10** Discuss the importance of security within a selected organisation	**M4** Assess the role maintenance plays within the accommodation services in ensuring overall guest satisfaction	

Recommended resources

Textbooks

CASADO, M. (2011) *Housekeeping Management*. 2nd ed. New Jersey: John Wiley & Sons.

HAYES, D. and NINEMEIER, J. (2016) *Hotel Operations Management*. 3rd ed. Harlow: Pearson.

O'FALLON, M. and RUTHERFORD, D. (2011) *Hotel Management and Operations*. 5th ed. New Jersey: John Wiley & Sons.

VALLEN, G. and VALLEN, J. (2013) *Check-In Check-Out: Managing Hotel Operations.* 9th ed. Harlow: Pearson.

Websites

www.boutiquehotelier.com	Boutique Hotelier
	Industry reports, articles and news
	(General Reference)
www.hotelier.com	Hotelier Magazine
	News
	(General Reference)
www.hotelierInternational.com	Hotelier International
	News and articles
	(Research)
www.luxuryhotelassociation.org	International Luxury Hotels Association
	Publications, news, trends
	(General Reference)

Links

This unit links to the following related units:

Unit 26: Revenue Management

Unit 27: Front of Office Operations Management

Unit 37: Facilities Management

Unit 38: Concepts and Innovation in Hospitality

Unit 15: Hospitality Marketing Essentials

Unit code	T/616/1801
Unit level	4
Credit value	15

Introduction

This unit is designed to introduce students to the principles of marketing, enabling them to develop a basic marketing plan and to employ elements of the marketing mix to achieve results. While they will learn the underpinning theories and frameworks, they will also be able to relate these to real-world examples, including products/services that they encounter in their own daily lives.

Hospitality organisations such as Hilton, Accor, McDonalds, Costa Coffee and small local businesses all have at least one thing in common: they all use marketing to influence us to engage with their products and/or services. Whether it is becoming a loyal customer buying a product and service or donating to a charity, organisations use a range of marketing techniques and tools to inform and influence us.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities; whether setting up their own business or being employed by an organisation.

Learning Outcomes

By the end of this unit a student will be able to:

1. Explain the role of marketing and how it interrelates with other functional units in a hospitality organisation

2. Compare ways in which hospitality organisations use elements of the marketing mix (7Ps) to achieve overall business objectives

3. Develop a basic marketing plan to meet marketing objectives for a hospitality organisation.

Essential Content

LO1 **Explain the role of marketing and how it interrelates with other functional units in a hospitality organisation**

Definitions and the marketing concept:

Definitions of marketing and the nature of hospitality marketing

The development of the marketing concept, including current and future trends in hospitality marketing

How the external environment influences and impacts upon hospitality marketing activity

The role of marketing:

The structure and operations of marketing departments in hospitality organisations

Overview of marketing processes that include analysis, strategic planning and the marketing mix

The different roles of hospitality marketing within both a B2C and B2B context

The interrelationships of functional units:

Marketing as a business function

The different roles of and interrelationships between marketing and other functional areas of hospitality business

LO2 **Compare ways in which hospitality organisations use elements of the marketing mix (7Ps) to achieve overall business objectives**

The 7Ps marketing mix:

Product: Differences between products and services, importance of brands, product development and product lifestyle

Product image and product placement

Price: Pricing context, pricing strategies and tactics

Place: Shifts in channel management and distribution The effect on hotels and intermediaries

Promotion: Integrated communication mix and promotional tools

The use of the Awareness Interest Desire Action (AIDA) model

People: The different roles of 'people' in marketing, including customer interfacing and support personnel the different skills, attitudes and behaviour of people delivering the product or service to customers

Physical evidence: The tangible aspects of service delivery – visual, aural and olfactory elements

The role of the servicescape and the service encounter

Process: Systems and processes involved in delivering a consistent service. Different types of processes used to expedite the marketing function

Achieving overall business objectives:

The shift from the 4Ps to the 7Ps and the significance of the extended marketing mix

An overview of the marketing planning process (analysis, planning, implementation and control) and marketing strategy

LO3 **Develop a basic marketing plan to meet marketing objectives for a hospitality organisation**

Marketing planning:

The importance and value of marketing plans

The links between marketing plans, marketing objectives and marketing strategies

Evaluating and monitoring marketing plans using appropriate control and evaluation techniques such as sales analysis, market-share analysis, efficiency ratios and cost-profitability analysis

Structure and development of marketing plans:

Market segmentation and target market selection

Setting goals and objectives, situational analysis tools and techniques, creating a marketing strategy and allocation of resources and monitoring and control measures

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the role of marketing and how it interrelates with other functional units in a hospitality organisation		**D1** Critically analyse the key elements of the marketing function and how they interrelate with other functional units within a selected hospitality organisation
P1 Explain the key roles and responsibilities of the marketing function within a selected hospitality organisation **P2** Discuss how roles and responsibilities of marketing relate to the wider organisational context	**M1** Analyse the roles and responsibilities of marketing in the context of the marketing environment **M2** Analyse the significance of interrelationships between marketing and other functional units within a selected hospitality organisation	
LO2 Compare ways in which hospitality organisations use elements of the marketing mix (7Ps) to achieve overall business objectives		**LO2 LO3** **D2** Design a strategic marketing plan that tactically applies the use of the 7Ps and includes measures for monitoring and evaluation to achieve overall marketing objectives
P3 Compare the ways in which different hospitality organisations apply the marketing mix to the marketing planning process to achieve business objectives	**M3** Evaluate different tactics applied by hospitality organisations to demonstrate how business objectives are achieved	
LO3 Develop a basic marketing plan to meet marketing objectives for a hospitality organisation		
P4 Produce a basic marketing plan for a hospitality organisation to meet marketing objectives	**M4** Produce a detailed, coherent, evidence-based marketing plan that applies the marketing mix to meet marketing objectives for a hospitality organisation	

Recommended Resources

Textbooks

BLYTHE, J. and MARTIN, J. (2016) *Essentials of Marketing.* 3rd ed. Harlow: Pearson.

BOWIE, D. and BUTTLE, F. (2016) *Hospitality Marketing: Principles and Practice.* 3rd ed. Oxford: Routledge.

GROUCUTT, J. and HOPKINS, C. (2015) *Marketing* (Business Briefings). London: Palgrave Macmillan.

JOBBER, D. and CHADWICK, F. (2016) *Principles and Practice of Marketing*. 8th ed. Maidenhead: McGraw-Hill.

KOTLER, P. and BOWEN, J. et al. (2016) *Marketing for Hospitality and Tourism.* 7th ed. Harlow: Pearson.

MCDONALD, M. and WILSON, H. (2016) *Marketing Plans: How to Prepare Them, How to Use Them.* 8th ed. Chichester: John Wiley and Sons.

Websites

www.ama.org	American Marketing Association
	All sections
	(General Reference)
www.cim.co.uk	Chartered Institute of Marketing
	All sections
	(General Reference)

Links

This unit links to the following related units:

Unit 28: Hospitality Distribution Channels Management

Unit 31: Hospitality Digital Marketing

Unit 33: Integrated Hospitality Marketing Communications

Unit 34: Hospitality Brand Management

Unit 18: Research Project

Unit code	A/616/1802
Unit type	Core
Unit level	5
Credit value	15

Introduction

This unit is assessed by a Pearson-set assignment. Students will choose their own project based on a theme provided by Pearson (this will change annually). The project must be related to their specialist pathway of study (unless the student is studying the general business pathway). This will enable students to explore and examine a relevant and current topical aspect of hospitality in the context of the hospitality environment and their chosen specialist pathway.

The aim of this unit is to offer students the opportunity to engage in sustained research in a specific field of study. The unit enables students to demonstrate the capacity and ability to identify a research theme, to develop research aims, objectives and outcomes, and to present the outcomes of such research in both written and verbal formats. The unit also encourages students to reflect on their engagement in the research process during which recommendations for future, personal development are key learning points.

On successful completion of this unit students will have the confidence to engage in problem-solving and research activities which are part of the function of a manager. Students will have the fundamental knowledge and skills to enable them to investigate workplace issues and problems, determine appropriate solutions and present evidence to various stakeholders in an acceptable and understandable format.

*Please refer to the accompanying Pearson-set Assignment Guide and the Theme Release document for further support and guidance on the delivery of the Pearson-set unit.

Learning Outcomes

By the end of this unit a student will be able to:

1. Examine appropriate research methodologies and approaches as part of the research process

2. Conduct and analyse research relevant to a hospitality research project

3. Communicate the outcomes of a hospitality research project to identified stakeholders

4. Reflect on the application of research methodologies and concepts.

Essential Content

LO1 Examine appropriate research methodologies and approaches as part of the research process

Developing a research proposition:

The importance of developing methodical and valid propositions as the foundation for a research project

Rationale – the purpose and significance for a research question or hypothesis

The value of the philosophical position of the researcher and the chosen methods

Use of Saunders's research onion as a guide to establishing a methodological approach

Literature review:

Conceptualisation of the research problem or hypothesis

The importance of positioning a research project in context of existing knowledge

Significance and means of providing benchmarks by which data can be judged

Qualitative, quantitative and mixed method research:

Key theoretical frameworks for research

Advantages and limitations of qualitative and quantitative research approaches and methods

LO2 Conduct and analyse research relevant to a hospitality research project

Research as a process:

Research has distinct phases which support a coherent and logical argument This includes using secondary research to inform a primary, empirical, study

Selecting a sample:

The importance of gathering data and information (qualitative or quantitative) to support research analysis

Selecting sample types and sizes that are relevant to the research

Considering sampling approaches and techniques including probability and nonprobability sampling

Ethics, reliability and validity:

Ethical research

How is this achieved and reported?

Reliable research (similar results would be achieved from a similar sample) and valid (the research measures, what it aimed to measure)

Analysing data:

Using data collection tools such as interviews and questionnaires

Using analytical techniques such as trend analysis, coding or typologies

LO3 **Communicate the outcomes of a hospitality research project to identified stakeholders**

Stakeholders:

Who are they?

Why would they be interested in the research outcomes?

What communication method do they expect?

Communicating research outcomes:

Different methods of communicating outcomes e.g. written word, spoken word and the medium e.g. report, online, presentation

Convincing arguments:

No matter what the method/medium, all research should be convincing and presented logically where the assumption is that the audience has little or no knowledge of the research process

The importance of developing evaluative conclusions

LO4 **Reflect on the application of research methodologies and concepts**

Reflection for learning and practice:

Difference between reflecting on performance and evaluating a research project. The former considers the research process; the latter considers the quality of the research argument and use of evidence

Reflection on the merits, limitations and potential pitfalls of the chosen methods

The cycle of reflection:

To include reflection in action and reflection on action

Considering how to use reflection to inform future behaviour and future considerations

Reflective writing:

Avoiding generalisation and focusing on personal development and the research journey in a critical and objective way

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine appropriate research methodologies and approaches as part of the research process		**LO1 LO2**
P1 Produce a research proposal that clearly defines a research question or hypothesis supported by a literature review **P2** Examine appropriate research methods and approaches to primary and secondary research	**M1** Evaluate different research approaches and methodology and make justifications for the choice of methods selected based on philosophical/theoretical frameworks	**D1** Critically evaluate research methodologies and processes in application to a hospitality research project to justify chosen research methods and analysis
LO2 Conduct and analyse research relevant to a hospitality research project		
P3 Conduct primary and secondary research using appropriate methods for a hospitality research project that consider costs, access and ethical issues **P4** Apply appropriate analytical tools to analyse research findings and data	**M2** Discuss merits, limitations and pitfalls of approaches to data collection and analysis	
LO3 Communicate the outcomes of a hospitality research project to identified stakeholders		
P5 Communicate research outcomes in an appropriate manner for the intended audience	**M3** Coherently and logically communicate outcomes to the intended audience demonstrating how outcomes meet set research objectives	**D2** Communicate critical analysis of the outcomes and make valid, justified recommendations
LO4 Reflect on the application of research methodologies and concepts		
P6 Reflect on the effectiveness of research methods applied for meeting objectives of the business research project **P7** Consider alternative research methodologies and lessons learnt in view of the outcomes	**M4** Provide critical reflection and insight that results in recommended actions for improvements and future research considerations	**D3** Demonstrate reflection and engagement in the resource process leading to recommended actions for future improvement

Recommended Resources

Textbooks

COSTLEY, C., ELLIOT, G. and GIBBS, P. (2010) *Doing Work Based Research: Approaches to Enquiry for Insider-researchers*. London: SAGE.

FLICK, U. (2011) *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project.* London: SAGE.

GRAY, D. (2009) *Doing Research in the Real World.* 2nd ed. London: SAGE.

SAUNDERS, M., LEWIS, P. and THORNHILL, A. (2012) *Research Methods for Business Students.* 6th ed. Harlow: Pearson.

Links

This unit links to the following related units:

Unit 1: The Contemporary Hospitality Industry

Unit 3: Professional Identity and Practice

Unit 19: Hospitality Consumer Behaviour and Insight

Unit code	**F/616/1803**
Unit type	Core
Unit level	5
Credit value	15

Introduction

Creating memories and joyous experiences for consumers is a key dimension affecting the profitability and growth of any hospitality organisation. To understand the factors that influence customers' decisions is invaluable in marketing and hospitality operations.

This unit is designed to enhance students' knowledge and understanding of the consumer's decision-making processes, from needs recognition through research, the evaluation of alternatives, purchase and post-purchase evaluation. While students will learn the underpinning theories and frameworks, they will also be expected to relate these to real-world examples, including their own personal experiences.

An important part of marketing is understanding the processes behind how a consumer makes the decision to purchase a product and/or service.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities; whether setting up in business independently or being employed by a hospitality organisation.

Learning Outcomes

By the end of this unit a student will be able to:

1. Examine the factors that influence hospitality consumer behaviour and attitudes

2. Demonstrate the ability to map a path to purchase in a hospitality context, including the decision-making process

3. Evaluate appropriate forms of research to understand influences on the hospitality consumer decision-making process

4. Evaluate how marketers influence the different stages of the hospitality consumer decision-making process.

Essential Content

LO1 Examine the factors that influence hospitality consumer behaviour and attitudes

Introduction to consumer behaviour:

The definition of consumer behaviour

The various factors that influence consumer behaviour: cultural, social, personal and psychological

The challenges of quality service delivery to meet consumer expectations

The impact of digital technology on changing consumer behaviour and attitudes

Emerging consumer trends affecting the Hospitality industry

LO2 Demonstrate the ability to map a path to purchase in a hospitality context, including the decision-making process

Introduction to consumer decision-making:

Model of hospitality consumer decision-making

The value of mapping a path to purchase: the consumer decision journey from pre-purchase, purchase, receive and post-purchase

Levels of hospitality consumer decision-making, extensive problem-solving, limited problem-solving and routine response behaviour

Four views of hospitality consumer decision-making: economic, passive, emotional and cognitive

Factors that influence decision-making:

The influence of heuristics on decision-making

The influence of elements of the marketing mix on decision-making

The influence of new technologies e.g. online transactions and purchasing, interactive personalised services, media platforms for ratings and reviews

LO3 Evaluate appropriate forms of research to understand influences on the hospitality consumer decision-making process

Researching different stages of the decision-making process:

The differences between Business to Consumer (B2C) and Business to Business (B2B) decision-making processes

How does market research differ between B2B and B2C? This covers skills sets, research methodology, sample sizes, the importance of tele-depth interviews and applying the Pareto principle

Influences on the decision-making process:

Personality, self and motivation

Measures of consumer learning: recognition and recall, attitudinal and behavioural

Understanding aspects of consumer perception: dynamics, imagery and risk

LO4 Evaluate how marketers influence the different stages of the hospitality consumer decision-making process

Approaches to consumer learning: behavioural and cognitive:

Influence of culture and sub-culture on consumer behaviour

Patterns of buyer behaviour

Role of opinion leaders in influencing purchasing decisions

How hospitality organisations use an understanding of buyer behaviour to influence the decision-making process

The use of digital audience research developments to understand and influence consumer behaviour

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the factors that influence hospitality consumer behaviour and attitudes		**D1** Critically analyse the emerging trends in consumer behaviour and attitudes using specific examples from the hospitality industry to support your arguments
P1 Investigate the different cultural, social, personal and psychological factors that influence consumer behaviour and attitudes within a hospitality context **P2** Explore how consumer trends are changing due to the impact of digital technology	**M1** Analyse how cultural, social, personal and psychological factors that influence consumer behaviour and attitudes are changing and driving trends in hospitality	
LO2 Demonstrate the ability to map a path to purchase in a hospitality context, including the decision-making process		**LO2 LO3 LO4** **D2** Critically evaluate the application of appropriate theories, concepts and models that influence and impact upon the hospitality decision-making process, supported by specific hospitality examples and contexts
P3 Examine the stages of the consumer decision-making journey and map a path to the purchasing for a given hospitality service **P4** Explore why it is important for marketers to map a path to purchase and understand consumer decision-making in the hospitality sector	**M2** Evaluate how marketers are responding to the decision-making process, applying relevant examples from the hospitality sector	
LO3 Evaluate appropriate forms of research to understand influences on the hospitality consumer decision-making process		
P5 Compare and contrast the key differences of the hospitality decision-making process in the context of B2C and B2B, using specific hospitality examples **P6** Evaluate the different approaches to market research and methods of research used for understanding the decision-making process	**M3** Provide a coherent and justified evaluation of how different factors influence hospitality decision-making and buying behaviour, supported by specific hospitality examples	

Pass	Merit	Distinction
LO4 Evaluate how marketers influence the different stages of the hospitality consumer decision-making process		
P7 Evaluate how marketers can influence the different stages of the hospitality decision-making process giving specific hospitality examples	**M4** Critically evaluate how marketers influence each stage of the decision-making process with reference to relevant methods and models applied	

Recommended Resources

Textbooks

BOWIE, D. and BUTTLE, F. (2011) *Hospitality Marketing Principles and Practice.* 2nd ed. Oxford: Routledge.

DIXIT, K. (2017) *The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism.* 1st ed. Oxford: Routledge.

JAHAURI, V. (2017) *Hospitality Marketing and Consumer Behaviour: Creating Memorable Experiences.* 1st ed. New Jersey: Apple Academic Press.

SWARBROOKE, J. and HORNER, S. (2016) *Consumer Behaviour in Tourism.* 3rd ed. Oxford: Taylor and Francis.

Links

This unit links to the following related units:

Unit 2: Managing the Customer Experience

Unit 15: Hospitality Marketing Essentials

Unit 25: Food Service Management

Unit 27: Front of Office Operations Management

Unit 29: Managing and Planning an Event

Unit 39: Tourist Resort Management

Unit 25: Food Service Management

Unit code	H/616/1809
Unit level	5
Credit value	15

Introduction

This unit aims to provide students with an overview of the strategic management processes and practices found within different food service contexts. It will take students through the processes from sourcing products and suppliers to the various strategic tools and business options available to organisations, to address various challenges and issues within the business.

Students will be expected to investigate real life scenarios in the food service industry and apply analytical skills and problem-solving techniques to address real world situations. Under tutor supervision they will create recommendations and action plans for the business, using management tools and approaches.

The unit attempts to give students an understanding of the broader strategic perspectives of a food service organisation whilst considering some of the operational challenges to consider when managing strategy.

Learning Outcomes

By the end of this unit students will be able to:

1. Investigate the sourcing and procurement processes within a food service organisation

2. Evaluate operations management strategies within a given food service context

3. Explore the importance of ethical management for overall business success

4. Produce an improvement plan for a given organisational challenge within a food service organisation.

Essential content

LO1 Investigate the sourcing and procurement processes within a food service organisation

Overview of differing food service contexts:

Diversity of the food service context including fine dining, casual dining, fast food and take away, pop-up food services, conferences and events, themed food services

Planning product ranges and suppliers in accordance with organisational brand and theme

Food supply chain processes (farm to fork) and key players in the process:

The roles of key players in the supply chain

Procurement management:

Different types of profit opportunities, both direct and indirect cost saving opportunities, 'best deal' evaluations and pricing and purchasing approaches

Maintaining quality and quantity controls e.g. the use of supplier credibility checks and approved supplier lists

Sourcing considerations:

Different methods of supply and trace origin data

Value for money

The range/choice on offer

Aftersales services and warrantees

Types of supplier payment options and methods

LO2 Evaluate operations management strategies within a given food service context

Analysis tools to assess business performances and inform strategic decision-making:

The use of analytical tools including SWOT/PEST, Porters 5 forces, Value chain analysis and Porters 4 Corners analysis to support business strategic planning

Product placement as a marketing tool:

Alignment with organisational strategy, appropriateness in different contexts and best practice approaches

Managing human capital and resources in operations:

Service levels and types versus brand expectations and strategy

Staffing levels and costs management, efficient rota management for seasonality, utilising skills and competencies

The use of Belbin Team roles and skills assessments and development for staff

Property and resource maintenance processes:

Food service facilities to maintain

On-going refurbishment to maintain and project a public image

Repairs scheduling through peaks and troughs

Staffing and roles in maintenance

Internal and external providers, buy versus lease options, return on investment (ROI)

LO3 **Explore the importance of ethical management for overall business success**

Importance of Corporate Social Responsibility (CSR) and environmental awareness in food services:

Defining concepts of CSR

Different CSR initiatives and approaches e.g. eco-friendly practices and, use of ethical alliances such as Fair Trade, organic produce and local producers/suppliers, transparency in practices

Impact of ethical practices:

How does CSR influence stakeholders?

The impact Of CSR on staff retention, image, repeat business, business longevity, brand power/strength

LO4 **Produce an improvement plan for a given organisational challenge within a food service organisation**

Review of management practices versus best practice:

Food service quality monitoring and control processes

Performances against standard specifications and standard operating procedures (SOPs)

Monitoring and evaluations tools e.g. mystery guests, inspections, environmental health checks and audits, customer satisfaction feedback

Problem-solving techniques and management solutions/alternatives:

A range of techniques including benchmarking, balanced scorecards, Hoshin Kanri model

Management solutions such as recruitment and talent management, restructuring and change management, redundancies, refurbishment, mergers and acquisitions, strategic alliances, re-branding

Implementation and action planning:

SMART Planning, implementation processes and models such as Seven Cs of implementation Model – BEER et al, Kotter's 8-Steps to successful change model, prioritisation matrices

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate the sourcing and procurement processes within a food service organisation		**LO1 LO2**
P1 Examine a range of different food supply chain approaches within the food service industry, highlighting key stakeholders in the process **P2** Discuss the principles of effective procurement and sourcing processes for a food service operation	**M1** Analyse a range of different food supply chain approaches and procurement strategies that can enhance organisational effectiveness	**D1** Provide valid and justified recommendations to support management practices and strategies that enhance effective business operations
LO2 Evaluate operations management strategies within a given food service context		
P3 Assess the application of different analytical tools to support effective management strategies **P4** Evaluate different management practices that support successful business operations in food service organisations	**M2** Critically evaluate management tools and practices that can support successful business operations in food service organisations	
LO3 Explore the importance of ethical management for overall business success		
P5 Discuss ethical practices in a specific food service organisation and the impact of these practices on overall business success	**M3** Analyse various ethical practices in a specific food service organisation and the impact it has on the overall business success	**D2** Critically analyse various ethical practices in a specific food service organisation and their impact on the organisation's business objectives overall

Pass	Merit	Distinction
LO4 Produce an improvement plan for a given organisational challenge within a food service organisation		**D3** Justify recommendations to resolve organisational challenges applying measurement tools for monitoring an implementation plan for improved performance within a given food service organisation
P6 Assess management practices within a specific food service operation, using a range of performance review techniques **P7** Recommend and produce management alternatives to improve performances, including an implementation plan	**M4** Devise appropriate management solutions to address shortcomings within a specific food service operation, using a range of management tools and performance review techniques	

Recommended resources

Textbooks

CHON, K. and MAIER, T. (2010) *Welcome to Hospitality: An Introduction.* 3rd ed. Delmar, New York: Cengage Learning.

HANNAGAN, T. (2008) *Management Concepts and Practices*. 5th ed. Harlow: Pearson.

HILL, A. and HILL, T. (2012) *Operations Management.* 3rd ed. Hampshire: Palgrave Macmillan.

PAYNE-PALCIO, J. and THEIS, M. (2016) *Foodservice Management: Principles and Practices.* 13th ed. Harlow: Pearson.

REYNOLDS, D. and McCLUSKY, K. (2013) *Foodservice Management Fundamentals*. Chichester: John Wiley & Sons Inc.

Websites

www.fdf.org.uk	Food and Drink Federation
	(General Reference)
www.foodservicedirector.com	Food Service Director
	News and Business
	(General Reference)
www.ih-ra.com	International Hotel and Restaurant Association
	(General Reference)
www.instituteofhospitality.org	Institute of Hospitality
	(General Reference)
www.iosh.co.uk	Institution of Occupational Safety and Health (IOSH)
	(General Reference)

Links

This unit links to the following related units:

Unit 6: Managing Food and Beverage Operations

Unit 16: Human Resource Management

Unit 17: Entrepreneurship and Small Business Management

Unit 27: Front of Office Operations Management

Unit code	D/616/1811
Unit level	5
Credit value	15

Introduction

The Front Office multi-departmental operations of a hotel play a crucial role in the customer experience; they meet and greet guests, check them in, manage their luggage and ensure that they have a comfortable and enjoyable stay. The Front Office is the face of the accommodation sector and has an invaluable role in elevating and enhancing the customer experience and relationship.

The aim of this unit is to provide students with the understanding of how the hotel Front Office is managed and its importance within accommodation services.

This unit will explore the Front Office and students will learn about the day-to-day management of the Front Office. Students will gain an understanding of what is involved in each phase of the guest experience as well as an understanding of room sales revenue and the importance of yield management in maximising revenue.

On successful completion of this unit students will have developed sufficient knowledge and understanding of what it takes to manage the Front Office.

Learning Outcomes

By the end of this unit students will be able to:

1. Evaluate the role of the Front Office department within various accommodation organisations

2. Discuss the importance of managing the reservation process to ensure maximisation of profit

3. Analyse the guest experience journey within Front Office operations

4. Assess how Front Office operations manage the quality of service delivery.

Essential content

LO1 **Evaluate the role of the Front Office department within various accommodation organisations**

Strategic management of the Front Office:

Planning, organising and structuring the front office to maximise guest satisfaction

Managing the unexpected e.g. crisis management, planning and trouble-shooting emergency situations

Challenges and opportunities faced by the Front Office Manager

Innovation in the Front Office:

Self-service check in and check out technology

Use of tablets and smartphones by front office staff to ease the check in and check out process, retrieve details, engage with guests and manage operations

Cloud based Property Management Systems (PMS)

Current and future trends e.g. faceless front desks, using smartphones and facial recognition for room entry

Benefits of innovation and technology to guests and front office staff

Importance of front office communication:

Interdepartmental communication between housekeeping, facilities, food and beverage, banqueting and sales and marketing

Impact of technology on interdepartmental communication (Property Management Systems, Point of Sale)

The role total quality management plays in effective communication between the various departments

Methods of communication with guests: face to face, business and information services, digital and mobile guest interactive services

The importance of cultural awareness and diversity in managing the customer experience

Various accommodation organisations:

Small hotels, resorts, guesthouses, Airbnb, chain hotels, multinational hotels, boutique hotels and the different strategic approaches that the Front Office will have within these different properties

LO2 **Discuss the importance of managing the reservation process to ensure maximisation of profit**

Hotel reservations:

Types of reservations system e.g. Global Distribution System (GDS), Central Reservation System (CSR)

Sources of reservations e.g. the role of the internet in reservations (different ways guests can book using the internet: direct, large scale booking sites)

The importance of reservation systems

Integration and/or interface with overall Property Management Systems (PMS)

Managing reservations:

The reservation process: accepting reservations, denying reservations, cancelling reservations, occupancy management

Overselling rooms and the impact on guests and accommodation properties

Generating reservation reports (occupancy report, arrivals report, revenue forecast report, turnaway report), occupancy forecasting, trend analysis

Standard operating procedures (SOPs) for handling reservations

Legal requirements, data protection and consumer law

Reservation process for different types of accommodations services e.g. chain hotels, independently owned hotels, Airbnb, guesthouses

Revenue management:

Capacity management, discount allocation and duration control

Measuring yield: potential average single rate, potential average double rate, double occupancy percentage / multiple occupancy percentage, potential average daily rate, rate spread, room rate achievement, factor and yield calculation

Importance of yield management, application, strategies and implementation

LO3 **Analyse the guest experience journey within Front Office operations**

The stages of the guest experience journey:

Managing the four stages of the guest cycle pre-arrival, arrival, occupancy and departure

Front Office operations and the relationship with the guest experience journey

Managing sales and financial details:

Coverage of credit at check in and during the stay, posting of charges, link to accounts department

Sales opportunities within the experience journey

The impact of digital technology and innovative software to enhance the customer experience during each stage of the guest experience journey:

In-room features, the use of mobile phones and apps for self-service check in, digital guest experience tools

Property Management systems

Current and future trends

LO4 **Assess how Front Office operations manage the quality of service delivery**

Definition of service quality and the service encounter

Planning the service encounter

The models of service quality e.g. SERVQUAL, Nordic Model

The measurement of quality and use of key performance indicators (KPIs)

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate the role of the Front Office department within various accommodation organisations		
P1 Analyse the functions of front office operations within a range of different accommodation organisations **P2** Assess the ways front office operations use technology to enhance the guests' experience, within a range of different accommodation organisations **P3** Evaluate the importance of interdepartmental communication between the front office and the various departments within a specific accommodation organisation	**M1** Critically evaluate the communication process between housekeeping and the front office in ensuring guest satisfaction within a specific accommodation organisation	**LO1 LO2** **D1** Make valid and justified recommendations to improve the role of the front office operations in maximising profit within a specific accommodation organisation
LO2 Discuss the importance of managing the reservation process to ensure maximisation of profit		
P4 Discuss the reservation process for a range of different accommodation organisations **P5** Assess the importance of forecasting room availability and room revenue for Front Office Managers **P6** Apply a range of yield management techniques to a variety of scenarios	**M2** Analyse the role the internet plays within the reservation process for a range of different accommodation organisations **M3** Evaluate yield management and the techniques reservation managers can use to maximise profits for an organisation	

Pass	Merit	Distinction
LO3 Analyse the guest experience journey within Front Office operations		**D2** Provide justified recommendations for improving the relationship management process for front office operations at each stage of the guest experience journey for a specific organisation
P7 Analyse front office operations during each of the four stages of the guest experience journey and how they can optimise business performance and sales **P8** Appraise the benefits of digital technology and innovation at enhancing the guest experience within a specific organisation	**M4** Critically analyse the role digital technology and innovation play in enhancing guest satisfaction at each stage of the guest experience journey for a specific organisation	
LO4 Assess how Front Office operations manage the quality of service delivery		**D3** Make valid and justified recommendations for closing the gaps in quality service provision
P9 Review how front office operations can enhance the quality of service and how this can be measured, applying a service quality model	**M5** Evaluate how the quality of the guest experience can be affected by the role of front office operations and the implications this may have upon measuring service quality	

Recommended Resources

Textbooks

BARDI, J. (2011) *Hotel Front Office Management*. 5th ed. New Jersey. Chichester: John Wiley and Sons.

CASADO, M. (2014) *Front Office Management in Hospitality Lodging Operations.* CreateSpace Independent Publishing Platform.

FORD, R., STURMAN, M. and HEATON, C. (2012) *Managing Quality Service in Hospitality. How Organizations Achieve Excellence in the Guest Experience.* New York: Delmar Cengage.

RADDE, B. (2017) *Digital Guest Experience: Tools to help hotels to manage and optimize the digital guest experience.* Hamburg: Tredition.

Links

This unit links to the following related units:

Unit 2: Managing the Customer Experience

Unit 4: The Hospitality Business ToolKit

Unit 7: Managing Accommodation services

Unit 26: Revenue Management

Unit 37: Facilities Management

Unit 31: Hospitality Digital Marketing

Unit code	A/616/1816
Unit level	5
Credit value	15

Introduction

The aim of this unit is to introduce students to the major developments taking place in digital marketing. It will enable students to develop an understanding of how hospitality organisations use various digital tools and techniques to engage their guests/customers and maintain a competitive advantage. This unit is designed to provide students with the knowledge and tools to work as part of a digital marketing team or go on to study more in this specific area.

Digital marketing is now a major component of all successful hospitality marketing campaigns. Hospitality organisations recognise the importance of having digital at the core of their business in order to meet the needs of technology-savvy guests/customers.

However, with the landscape continually evolving, it is important for marketers to stay ahead of their competitors and deliver cutting-edge digital marketing approaches and strategies.

Learning Outcomes

By the end of this unit a student will be able to:

1. Demonstrate an understanding of the opportunities, challenges and impact of the digital environment for the hospitality industry

2. Examine key digital tools, platforms and channels used by various hospitality organisations

3. Determine how to organise digital marketing activities and build multi-channel capabilities in a hospitality organisation

4. Evaluate methods of monitoring and measuring digital marketing effectively.

Essential Content

LO1 Demonstrate an understanding of the opportunities, challenges and impact of the digital environment for the hospitality industry

The digital environment:

Define digital marketing, providing an overview of the digital landscape

The drivers of digital marketing opportunities in the hospitality industry

The differences between online and offline marketing concepts

The key benefits of digital marketing for hospitality organisations

The use of digital marketing by the various sectors within the hospitality industry for raising brand awareness, customer engagement and content marketing

Opportunities of digital marketing:

The importance of customer insight and understanding in developing effective digital marketing activities

Rise of online consumer power

Challenges and impacts of digital marketing:

The shift from brands and suppliers to customers and their experience of the brand

The impact of negative publicity and meeting guest/customer expectations in the digital age

How to track and monitor the multitude of different devices used by guests/customers

The competitive environment and rising above an overcrowded marketplace

The growth of 'micro-moments' and their impact on the hospitality industry in particular on the accommodation sector

LO2 Examine key digital tools, platforms and channels used by various hospitality organisations

Digital tools, platforms and channels:

The use of digital platforms and the internet for revenue generation

The role of digital marketing communications in relation to the 7Ps (Price, Product, Place, Promotion, Physical, People and Process)

Different types of digital tools and digital hardware to support and enhance hospitality marketing

Consumer life cycle stages of digital adoption

The growth of online booking and e-commerce

LO3 **Determine how to organise digital marketing activities and build multi-channel capabilities in a hospitality organisation**

Digital marketing activities:

The opportunities and challenges of a digital hardware landscape and the development of multi-channel platforms and online interchanges

Digital marketing campaigns planning

The use of omni-channel marketing to ensure the consistency of the guest/customer experience in every aspect

LO4 **Evaluate methods of monitoring and measuring digital marketing effectively**

Monitoring and measuring techniques:

Measurement of digital campaigns using KPIs, measurable metrics and use of analytics platforms

Procedures used for measuring digital campaigns

Performance measures using online metrics

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Demonstrate an understanding of the opportunities, challenges and impact of the digital environment on the hospitality industry			**LO1 LO2** **D1** Demonstrate critical analysis and evaluation of the digital marketing landscape and the impact of the growth of e-commerce on the hospitality industry
P1 Present an overview of the digital marketing landscape and compare online and offline marketing concepts **P2** Analyse the key hospitality consumer trends and insights that are fuelling the growth of digital marketing	**M1** Evaluate the opportunities and challenges facing the digital marketing landscape within the hospitality sector		
LO2 Examine key digital tools, platforms and channels used by various hospitality organisations			
P3 Assess the key digital tools used by various hospitality organisations **P4** Examine the development of e-commerce and digital marketing platforms and channels in comparison to physical channels	**M2** Critically analyse the use of appropriate digital tools, both hardware and software, used by various hospitality organisations to meet their marketing requirements		
LO3 Determine how to organise digital marketing activities and build multi-channel capabilities in a hospitality organisation			**LO3 LO4** **D2** Develop a coherent and logical digital plan and marketing strategy applying a justified measurement framework to measure the success in achieving objectives
P5 Develop a digital marketing plan and strategy to build multi-channel capabilities for a chosen hospitality organisation **P6** Explain how omni-channel marketing is used to meet business objectives for a chosen hospitality organisation	**M3** Apply the tools and techniques to plan an end-to-end omni-channel marketing campaign for a chosen hospitality organisation		

Pass	Merit	Distinction
LO4 Evaluate methods of monitoring and measuring digital marketing effectively		
P7 Determine and evaluate the measurement techniques and performance metrics for a digital marketing plan and strategy **P8** Present a set of actions to improve performance in digital marketing for a chosen hospitality organisation	**M4** Critically evaluate the application of key digital measurement techniques and performance metrics used in digital marketing for a chosen hospitality organisation	

Recommended Resources

Textbooks

BOWIE, D. and BUTTLE, F. (2016) *Hospitality Marketing.* 3rd ed. Oxford: Taylor and Francis.

CHAFFEY, D. and ELLIS-CHADWICK, F. (2012) *Digital Marketing: Strategy, Implementation and Practice.* 5th ed. Harlow: Pearson.

CHAFFEY, D. and SMITH, P. (2017) *Digital Marketing Excellence: Planning and Optimising and Integrating Online Marketing*. 5th ed. Abingdon: Routledge.

HEMANN, C. and BURBARY, K. (2013) *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*. Que Publishing.

KINGSNORTH, S. (2016) *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. London: Kogan Page.

TAPP, A., WHITTEN, I. and MATTHEW, H. (2014) *Principles of Direct, Database and Digital Marketing.* 5th ed. Harlow: Pearson.

Websites

www.idm.com	Institute of Direct and Digital Marketing (General Reference)
www.journals.elsevier.com	Elsevier
	Journal of interactive marketing
	(Research)
www.marketingweek.com	Marketing Week
	Strategy section
	(Reports)

Links

This unit links to the following related units:

Unit 15: Hospitality Marketing Essentials

Unit 28: Hospitality Distribution Channels Management

Unit 33: Integrated Hospitality Marketing Communications

Unit 34: Hospitality Brand Management

Unit 38: Concepts and Innovation in Hospitality

Unit code	R/616/1823
Unit level	5
Credit value	15

Introduction

This unit focuses on innovation and development of innovative concepts in the hospitality industry. In today's competitive landscape it is critical that organisations continually innovate both their product offering and processes to ensure that they remain competitive in the market. Furthermore, adopting a more commercially driven approach is vital to maximise the Return on Investment (ROI).

Students are asked to consider the meaning of 'innovation' and how it relates to the hospitality industry in terms of both product, service or brand development and as part of an organisation's overall business strategy.

Students will explore the different factors driving innovation in the hospitality industry such as the significant developments in technology and the changing needs of different customer groups. They will also have an opportunity to conceive, evaluate and pitch an innovative concept for the industry.

Learning Outcomes

By the end of this unit students will be able to:

1. Explore the concept of innovation and its importance to business performance

2. Analyse the key factors driving innovation in the hospitality industry

3. Assess the role and importance of innovation to hospitality businesses

4. Conceive and pitch an innovative concept for the hospitality industry.

Essential content

LO1 **Explore the concept of innovation and its importance to business performance**

Definition and etymology of 'innovation'

Different interpretations of 'innovation'

Relationship between innovation and entrepreneurship, invention and product development

The role of innovation within the business strategy

Examples of innovative approaches taken by hospitality organisations and the business benefits achieved as a result

LO2 **Analyse the key factors driving innovation in the hospitality industry**

Technological advances:

The use of Big Data and Artificial Intelligence (AI) to predict behaviours and future trends

The use of mobile technologies and social media to engage with customers

Multimedia platforms for promotion and distribution

Digital disruption in the hospitality sector

Consumer led demand:

Changing customer profiles and needs e.g. levels of income, free time and expectations of the baby boomer generation

Business strategic factors:

Penetration and expansion strategies into new markets

Increasing environmental consciousness and ethical business practices

Skills shortages and talent management strategies

LO3 **Assess the role and importance of innovation to hospitality businesses**

The role of innovation as part of the hospitality strategy

The role of innovation in product, service and brand development

The importance of innovation in building competitive advantage

Understanding the customer when considering innovative developments

Examples of differing levels of innovation in the hospitality industry e.g. Airbnb and co-living accommodation, themed concepts, development of Customer Relationship Management (CRM) systems to profile customers and gather intelligence, use of technology to empower hotel guests to use mobile technology to personalise their rooms and service in advance

LO4 **Conceive and pitch an innovative concept for the hospitality industry**

Conceive an innovative concept:

The use of the innovation funnel to manage new solution/idea development for a product, service or brand

Overview of the different types of innovation with a focus on disruptive and incremental innovation

Design thinking and Stanford model of design thinking

New product development versus service innovation processes

Building the innovation hospitality business case

How to successfully design and pitch new/adapted products/services

Building the pitch

Evaluate the feasibility of the concept:

Market segmentation to identify customers and position the offer

Identification and use of different information and market research sources to understand the target market and customer needs/expectations

Review of macro and micro environment – analytical tools for planning and evaluation (SWOT, PESTLE, Porter 5 Forces)

Identify any unique selling points that provide a competitive edge

Budget and financial risks: estimation of different income streams, calculation of fixed and variable costs for development and delivery

Timescales

Evaluation criteria and key performance indicators for monitoring

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore the concept of innovation and its importance to business performance		**D1** Critically evaluate the contribution of innovation to business strategy and performance to achieve hospitality business objectives
P1 Discuss the concept of 'innovation' and different sources of innovation **P2** Explore the importance of innovation to business performance	**M1** Evaluate the contribution of innovation to business performance and analyse the benefits that can be gained as a result	
LO2 Analyse the key factors driving innovation in the hospitality industry		**D2** Critically evaluate how the factors driving product, service and brand innovation across a range of organisations in the hospitality industry sustain profitability and competitive edge
P3 Analyse the factors driving innovation in the hospitality industry using a range of organisational examples	**M2** Critically analyse the advantages and disadvantages of factors driving innovation in the hospitality industry for meeting business objectives to maximise profit	
LO3 Assess the role and importance of innovation to hospitality businesses		**D3** Critically evaluate the success of a range of innovative concepts and approaches adopted by hospitality organisations
P4 Review a range of different innovative concepts and approaches that have been implemented in the hospitality industry using specific examples	**M3** Evaluate a range of innovative concepts and approaches within the hospitality industry using specific examples, analysing the extent to which they have added value	
LO4 Conceive and pitch an innovative concept for the hospitality industry		**D2** Present a well-articulated, coherent pitch for a feasible innovative concept for the hospitality industry that is based on valid and justified market research and potential that aligns with customer needs and expectations
P5 Conceive an innovative concept for the hospitality industry that has market potential and feasibility to take to market **P6** Pitch an innovative concept for the hospitality industry	**M4** Evaluate market potential in terms of customer alignment and financial return for an innovative concept	

Recommended resources

Textbooks

BESSANT, J. and TIDD, J. (2015) *Innovation and Entrepreneurship.* 3rd ed. Chichester: Wiley and Sons.

DRUCKER, P. (2015) *Innovation and Entrepreneurship*. London: Harper Business.

MATTHEWS, C. and BRUEGGEMANN, R. (2015) *Innovation and Entrepreneurship: A Competency Framework.* London: Routledge.

RASHEED, H. (2012) *Innovation Strategy: Seven Keys to Creative Leadership and a Sustainable Business Model.* Bloomington: iUniverse

RIES, E. (2011) *The Lean Startup: How Constant Innovation Creates Radically Successful Businesses*. London: Portfolio Penguin.

TROTT, P. (2012) *Innovation Management and New Product Development.* Harlow: Pearson.

VALIKANGAS, L. and GIBBERT, M. (2015) *Strategic Innovation: The Definitive Guide to Outlier Strategies.* London: Pearson FT Press.

Websites

www.bighospitality.co.uk	Big Hospitality
	Online Forum and News Articles
	(Research, General Reference)
www.hospitalitynet.org	Hospitality Net
	News and articles
	(Research, General Reference)
www.innovation-portal.info	Innovation Portal
	(Research, General Reference)

Links

This unit links to the following related units:

Unit 1: The Contemporary Hospitality Industry

Unit 31: Hospitality Digital Marketing

Unit 33: Integrated Hospitality Marketing Channels

Unit 34: Hospitality Brand Management

Unit 44: Strategic Human Resource Management

Unit code	F/508/0533
Unit level	5
Credit value	15

Introduction

The aim of this unit is to explore the contribution strategic Human Resource Management (HRM) makes towards the development and support of sustainable organisational strategies. Students will develop an understanding and appreciation of seminal and contemporary models, theories and concepts which enable Human Resource (HR) managers to make positive contributions to sustainable organisational change and growth from an HR perspective.

On successful completion of this unit students will have the confidence to contribute to strategic decision-making in an HR context. This will be based on strong theoretical and applied foundations which will add value to an organisation's HR function and role.

Learning Outcomes

By the end of this unit a student will be able to:

1. Analyse key external and contextual developments which influence HR strategy

2. Apply contemporary theoretical and practical knowledge of HR development

3. Evaluate how appropriate change management models support HR strategy

4. Evaluate the contribution of HR management and development to sustainable business performance and growth.

Essential Content

LO1 **Analyse key external and contextual developments which influence HR strategy**

Strategic HRM and external influences:

What is strategic HRM and what are the benefits?

What are the main external influences on HR strategy?

What are the generic HR strategies that these external factors influence?

External and contextual developments:

Contemporary trends and developments in HR such as the impact of globalisation, workforce diversity, changing skills requirements, continuous improvement and processes for improving productivity

Changes in HR policy and practice related to current trends and developments

The use of cloud technology for aligning people and processes

The impact of technology on the recruitment and selection process, monitoring employees and supporting performance management

HR issues in the private, public and third sectors

LO2 **Apply contemporary theoretical and practical knowledge of HR development**

The theory of HR:

The history of HR development from personnel to HRM and the growth of strategic HRM

Links between organisational strategy and HR strategy: the universalist and contingency approaches to HRM

The impact of theory on HR practices:

The relevance of theory to developing organisational HR practice

Contemporary HR theories and practices such as flexible work arrangements, performance management, e-recruitment and the 540 performance appraisal

The concept of applied HR strategy

LO3 Evaluate how appropriate change management models support HR strategy

Change management strategies, models and concepts:

The concept of organisational behaviour and the impact of change on organisational behaviour

The use of different approaches towards change management, including Kotter's 8-Step Change model and Lewin's Three Step Change model

The relevance of the psychological contract in relation to managing change

The use of Nudge theory to support organisational change and behaviour

HR strategy:

How does change management support and influence HR strategy?

HR workforce planning, recruitment processes, managing employee motivation and performance management

LO4 Evaluate the contribution of HR management and development to sustainable business performance and growth

Sustainable performance and business growth:

What is sustainable growth?

How does HRM support sustainable business performance and growth?

The 'best fit' perspective and resource-based view emphasis on achieving competitive advantage

Evaluating the contribution of HR management through benchmarking and Key Performance Indicators (KPIs), 10-C checklist of HRM, the model of capability for skills evaluation and the use of performance management systems

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Analyse key external and contextual developments which influence HR strategy		
P1 Determine key current trends and developments that influence an organisation's HR strategy **P2** Analyse how both external and internal factors influence HR strategy and practice	**M1** Critically analyse the influences of the external and contextual developments and discuss how this impacts the HR strategy of an organisation	**D1** Critically evaluate the influences of key external and contextual developments applying relevant theories, models and concepts
LO2 Apply contemporary theoretical and practical knowledge of HR development		
P3 Apply relevant theories and concepts relating to the growth and development of strategic HRM to specific organisational examples	**M2** Explain how human resources theory relates to practice in a specific organisational example, identifying areas where this will differ in other organisational situations	**D2** Evaluate how human resource theory relates to practice in a specific organisational example, comparing and contrasting this with other possible organisational contexts
LO3 Evaluate how appropriate change management models support HR strategy		
P4 Evaluate how appropriate change management models support HR strategy in application to relevant organisational examples	**M3** Provide valid justifications for the application of chosen change management strategies, models and concepts and demonstrate how they effectively support HR strategy	**D3** Critique how change management strategies, models and concepts could be implemented together with reference to consequential benefits and potential drawbacks for an organisation

Pass	Merit	Distinction
LO4 Evaluate the contribution of HR management and development to sustainable business performance and growth		
P5 Explain how HR outcomes can be monitored and measured and apply this to a specific organisational situation **P6** Discuss and evaluate how effective HR management and development can support sustainable performance and growth to meet organisational objectives	**M4** Make suggestions for HR development techniques applicable in a given organisational situation and provide an account of how they could be applied and how they contribute to sustainable performance and growth	**D4** Critically reflect on how HR monitoring and evaluating techniques contribute to sustainable performance and growth, addressing potential consequences of their implementation

Recommended Resources

Textbooks

ARMSTRONG, A. (2011) *Armstrong's Handbook of Strategic Human Resource Management.* 5th ed. London: Kogan Page.

CAMPBELL, D., EDGAR, D. and STONEHOUSE, G. (2011) *Business Strategy: An Introduction.* 3rd ed. Basingstoke: Palgrave Macmillan.

KEW, J. and STREDWICK, J. (2013) *Human Resource Management in a Business Context.* 2nd ed. London: CIPD.

LEWIS, L.K. (2011) *Organizational Change: Creating Change Through Strategic Communication.* Chichester: Wiley-Blackwell.

Websites

www.cipd.co.uk	Chartered Institute for Personnel and Development
	(General Reference)
www.hr-guide.com	HR Guides
	(General Reference)
www.shrm.org	Society for Human Resource Management
	(General Reference)

Links

This unit links to the following related units:

Unit 4: The Hospitality Business Toolkit

Unit 16: Human Resource Management

Unit 43: Organisational Behaviour

Unit 46: Managing and Running a Small Business