ICON College of Technology and Management

Course Handbook

HND in International Travel and Tourism (RQF)

ICON College of Technology and Management

Pearson BTEC Level 5 Higher national Diploma in International Travel and Tourism Management (RQF)
Course Code: BGGP9

Unit Details

Pearson BTEC Level 5 HND in International Travel and Tourism Management (General)	Unit Credit	Level
Level 4 units: 120 credits		
Core Unit Mandatory	1.The Contemporary Travel and Tourism 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 Travel and Tourism Business Toolkit	15	4
Core Unit Mandatory	5. Leadership and Management for Service Industries (Pearson-set)	15	4
Optional Unit Group A	7. Managing Conference & Events	15	4
Optional Unit Group A	13. Global Tourism Destinations	15	4
Optional Unit Group B	16. Marketing Essentials for Travel and Tourism	15	4
Level 5 units: 120 credits			
Core Unit Mandatory	19. Research Project (Pearson-set)	30	5
Core Unit Mandatory	20. Tourism Consumer Behaviour and Insight	15	5
Specialisation. Optional Unit	26. Destination Marketing	15	5
Specialisation Optional Unit	28. Corporate Events Management	15	5
Specialisation Optional Unit	32. Sustainable and Responsible Management	15	5
Specialisation Optional Unit	41. Tourist Resort Management	15	5
Specialisation Optional Unit	47. Strategic Human Resource Management	15	5

Note: The header/table spans multiple columns; "Unit Credit" and "Level" are the two right-hand columns.

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

Semester One	Semester Two
Unit 1 The Contemporary Travel and Tourism Industry (L4) * Unit 2 Managing Customer Experience (L4) * Unit 3 Professional Identity and Practice(L4) * Unit 4 Travel and Tourism Business Tool Kit (L4) *	Unit 5 Leadership and Management for Service Industries (Pearson-set) (L4) * Unit 7 Managing Conference and Events (L4) ** Unit13 Global Tourism Destinations (L4)** Unit16 Marketing Essentials for Travel and Tourism (L4) **
Semester Three	Semester Four
Unit 19 Research Project (Pearson-set) (L5) Part1: Proposal, LR and Methodology* Unit 20 Tourism Consumer Behaviour and Insight (L5) * Unit 26 Destination Marketing (L5) *** Unit 28 Corporate Events Management (L5) ***	Unit 19 Research Project (Pearson-set) (L5) Part 2: Field research and write-up * Unit 32 Sustainable and Responsible Management (L5) *** Unit 41 Tourist Resort Management (L5) *** Unit 47 Strategic Human Resource Management (L5) ***

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

Course Specifications for HND in International Travel and Tourism Management (RQF)

Course title

BTEC Higher National Diploma (HND) in International Travel and Tourism Management (RQF)

Awarding body

Pearson Education Ltd

Teaching Institution

ICON College of Technology and Management

Accreditation

Pearson BTEC Level 5 Higher National Diploma in International Travel and
Tourism Management
QAN: 603/2281/0
First Teaching: Sept 2018
Review Date: 31 August 2023

Final award

Pearson BTEC Level 5 HND in International Travel and Tourism 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 Travel and Tourism sector. Below are some examples of job roles this qualification could lead to:

- ❖ Marketing and Sales Manager
- ❖ Operations Manager
- ❖ Tourism Development Manager
- ❖ Visitor Attractions 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 international ravel and Tourism sector
- enabling progression to an undergraduate degree or further professional qualification in Travel and Tourism 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 International Travel and Tourism 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 Travel and Tourism undergraduate
degree Course
Pearson Higher National in International Travel and Tourism
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 international travel and tourism
- equipping learners with knowledge, understanding and skills for success in employment in the international travel and tourism industry
- providing opportunities for specialist study relevant to individual vocations and contexts
- developing the learner's ability to work in the international travel and tourism industry 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 international travel and tourism 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 International Travel and Tourism 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 International Travel and Tourism Management

Pearson BTEC Level 5 HND in International Travel and Tourism Management (General)	Unit Credit	Level
Level 4 units: 120 credits		
Core Unit Mandatory — 1.The Contemporary Travel and Tourism 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 Travel and Tourism Business Toolkit	15	4
Core Unit Mandatory — 5. Leadership and Management for Service Industries (Pearson-set)	15	4
Optional Unit Group A — 7. Managing Conference & Events	15	4
Optional Unit Group A — 13. Global Tourism Destinations	15	4
Optional Unit Group B — 16. Marketing Essentials for Travel and Tourism	15	4
Level 5 units: 120 credits		
Core Unit Mandatory — 19. Research Project (Pearson-set)	30	5
Core Unit Mandatory — 20. Tourism Consumer Behaviour and Insight	15	5
Specialisation. Optional Unit — 26. Destination Marketing	15	5
Specialisation Optional Unit — 28. Corporate Events Management	15	5
Specialisation Optional Unit — 32. Sustainable and Responsible Management	15	5
Specialisation Optional Unit — 41. Tourist Resort Management	15	5
Specialisation Optional Unit — 47. 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 Travel and Tourism 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 International Travel and Tourism Management at ICON College of Technology and Management (Starting September 2018)

Semester One	Semester Two
Unit 1 The Contemporary Travel and Tourism Industry (L4) * Unit 2 Managing Customer Experience (L4) * Unit 3 Professional Identity and Practice(L4) * Unit 4 Travel and Tourism Business Tool Kit (L4) *	Unit 5 Leadership and Management for Service Industries (Pearson-set) (L4) * Unit 7 Managing Conference and Events (L4) ** Unit13 Global Tourism Destinations (L4)** Unit16 Marketing Essentials for Travel and Tourism (L4) **
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Unit 19 Research Project (Pearson-set) (L5) Part1: Proposal, LR and Methodology* Unit 20 Tourism Consumer Behaviour and Insight (L5) * Unit 26 Destination Marketing (L5) *** Unit 28 Corporate Events Management (L5) ***	Unit 19 Research Project (Pearson-set) (L5) Part 2: Field research and write-up * Unit 32 Sustainable and Responsible Management (L5) *** Unit 41 Tourist Resort Management (L5) *** Unit 47 Strategic Human Resource Management (L5) ***

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

Unit Description and Syllabus

Unit 1: The Contemporary Travel and Tourism Industry

Unit code	M/616/2008
Unit type	Core
Unit level	4
Credit value	15

Introduction

This unit provides students with an opportunity to investigate the various elements of the travel and tourism industry and how they interrelate.

The aim of this unit is for students to understand the structure and systems within the contemporary travel and tourism industry, examining the interactions between the different elements of the industry, such as accommodation provision, transportation, attractions, and both the different tourism settings and experiences. This will enable students to develop an overall appreciation of the international tourism experience.

Students will also explore recent patterns of tourism to understand movements of domestic, inbound and outbound visitors, the popularity of different destinations and the reasons for this popularity.

Finally, increased understanding of the customer helps inform the development of destinations and the interrelationship between the different tourism systems in place. This unit therefore also covers the factors affecting tourist behaviour and decision-making. On completion of this unit, students will be able to understand the scale and scope of the travel and tourism industry, the determinants of supply and demand, and the current trends affecting and shaping the industry.

Learning Outcomes

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

1. Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience

2. Explain the factors driving tourist behaviour

3. Determine current patterns and key trends in travel and tourism

4. Investigate the factors affecting the current levels of popularity of different global destinations.

Essential content

LO1 Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience

Definition of travel and tourism:

The tourism concept and definitions

Definitions of different types of tourism including inbound, outbound and domestic

Leiper's tourist system

The volume and value of the travel and tourism industry to the national and international economy

Development of the travel and tourism industry:

The historical context of the travel and tourism industry

The growth of the contemporary travel and tourism industry due to advances in transport technology, infrastructure, globalisation and consumer-led demand

Challenges and issues facing the industry from social, economic, environmental and political perspectives

The structure of the travel and tourism industry:

Different sectors of the travel and tourism industry: accommodation services, visitor attractions, events and conference services, passenger transport services, tourist information and destination management services

Interrelationships, levels of integration and the chain of distribution

The differences between public, private and voluntary sector organisations

The tourist experience:

The experience economy and the tourist experience

The stages of the tourism experience

LO2 Explain the factors driving tourist behaviour

Factors driving behaviour:

The consideration of tourism flows between generating regions and destinations influenced by push and pull factors

Push factors e.g. escape, relaxation, regression, social interaction

Pull factors e.g. accessibility, desirability, security, culture, image, hospitality, reputation

Personal determinants e.g. available leisure time, disposable income, personal demographic, health/life expectancy

The fourfold classification of tourist characteristics

Different rationale and purpose for tourism visits e.g. leisure, business, visiting friends and relatives

Models of tourism motivation:

How motivation influences tourists' consumer behaviour, applying models of motivation e.g. Dann, Plog and McIntosh, Goeldner and Ritchie

Consumer decision-making:

Factors that inform decisions based on choice and flexibility: package versus non-package, group versus independent, destination, infrastructure and amenities, duration and expenditure

Models of consumer behaviour that influence the buying process e.g. cognitive, habitual and reinforcement approaches

LO3 **Determine current patterns and key trends in travel and tourism**

Techniques for analysing and interpreting tourism patterns:

Use of qualitative and quantitative data, both primary and secondary sources

Techniques for data analysis

Drawing conclusions and reporting key findings

Current patterns:

Global tourism patterns for domestic, outbound and inbound visitors

Tourism arrivals and receipts

Growth patterns – emerging and developing destinations

Key trends:

The impact of digital technology on influencing consumer decisions, consumer brand interaction, opportunities for promotion and loyalty

The rise of the sharing economy e.g. Airbnb and Uber

The impact of changing lifestyle trends driving specialist/niche markets e.g. adventure tourism, extreme sports tourism, agro tourism, gastro tourism and dark tourism

Reasons for increasing popularity of different specialist/niche markets

Increasing need for personalisation and memorable experiences

Balancing sustainability and growth of the industry

LO4 **Investigate the factors affecting the current levels of popularity of different global destinations**

The destination life cycle:

The evolving destination and the stages of the destination life cycle

Butler's tourist area life cycle (TALC)

Macro and micro factors that shape the destination TALC curve:

Changes in tourist preferences and behaviours

The role of marketing campaigns and the use of social media in the reputation and promotion of a destination

Influence of digital technology in increasing customer decision-making

National and international legislation and policies

Safety and security

Accessibility and capacity constraints

Adverse tourism impacts, responsible tourism and environmental awareness

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience			**D1** Critically analyse the inter-relationship between the different elements of the travel and tourism industry and demonstrate how a weakness in any one element can impact on the overall tourist experience
P1 Discuss key milestones in the development of the travel and tourism industry and how they have shaped the travel and tourism industry **P2** Identify the different elements of the travel and tourism industry and explore how they interrelate to create the tourist experience		**M1** Analyse the discrete role of each key element of the travel and tourism industry and how the different elements interact to provide a tourism experience	
LO2 Explain the factors driving tourist behaviour			**LO2 LO3 LO4** **D2** Critically evaluate the link between the key drivers of tourist behaviour and the popularity of different tourism destinations and experiences
P3 Determine the different factors that affect tourism behaviour **P4** Explain models of motivation and how they influence the consumer decision-making process		**M2** Assess the factors underpinning tourist behaviour and evaluate their impact on the decision-making process	
LO3 Determine current patterns and key trends in travel and tourism			
P5 Identify recent and emerging patterns and trends in the international travel and tourism industry		**M3** Analyse recent patterns in international travel and tourism and highlight their significance to the development of the global travel and tourism industry	
LO4 Investigate the factors affecting the current levels of popularity of different global destinations			
P6 Examine the factors affecting the popularity of a range of global destinations		**M4** Analyse the factors affecting the popularity of different destinations and assess their level of importance to a destination's popularity	

Recommended resources

Textbooks

COOPER, C. (2016) *Essentials of Tourism.* 2nd ed. Harlow: Pearson.

COOPER, C. and HALL, C.M. (2016) *Contemporary Tourism: An International Approach*. 3rd ed. Oxford: Good Fellow.

HOLLOWAY, J. and HUMPHRIES, C. (2016) *The Business of Tourism*. 10th ed. Harlow: Pearson.

INKSON, C. and MINNAERT, L. (2012) *Tourism Management: An Introduction*. London: Sage.

PAGE, S.J. (2014) *Tourism Management: An Introduction*. 5th ed. Oxford: Routledge.

Websites

www.thetravelfoundation.org	The Travel Foundation
	(General Reference)
www.tourismsociety.org	The Tourism Society
	(General Reference)
www.unwto.org	World Tourism Organisation
	(General Reference)
www.visitbritain.com	Visit Britain
	Market Intelligence
	(General Reference)
www.wttc.org	World Travel and Tourism Council
	(General Reference)

Links

This unit links to the following related units:

Unit 2: Managing the Customer Experience

Unit 13: Global Tourism Destinations

Unit 20: Tourism Consumer Behaviour and Insight

Unit 24: Destination Management Services

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 travel and tourism 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 travel and tourism 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 travel and tourism businesses and how digital initiatives should complement existing customer journeys, whilst 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 online 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 e.g. 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 and analytical, and how each of these contribute to the management of customer relationships

Online customer experiences:

How travel and tourism 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		
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 onboarding strategies for different target customer groups within a service sector organisation	**D1** Evaluate a broad range of different target customer groups' needs and expectations in terms of customer engagement for 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		
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	**D3** Critically evaluate the advantages and disadvantages of CRM systems used in service sector businesses for acquiring and retaining 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 in order to develop 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 E-book
	E-book
	(General Reference)

Links

This unit links to the following related units:

Unit 8: Visitor Attraction Management

Unit 27: Developing the Event Experience

Unit 30: Innovative Cultural and Heritage Management

Unit 31: Innovative Curation, Interpretation and Education

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 complements *Unit 14: Work experience,* to apply theory to practice as the 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 of improving 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 ongoing 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 ongoing professional development and self-directed learning to enhance professional identity and career opportunities**

Importance of ongoing professional development:

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

Employee benefits e.g. 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-starred 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 e.g. self-confidence, communications, delegation, networking, creative thinking and initiative

Hard skills e.g. maths, 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 e.g. 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 e.g. 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 e.g. achievements and awards, qualifications, CPD records, appraisals, guest comment forms, peer review forms, previous employer references and referrals

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities		**LO1 LO2** **D1** Critically evaluate own skills and competences to meet the employer expectation of professional skills required for employment within a specific job role
P1 Examine the key benefits of ongoing professional development for different stakeholders within a specific organisation **P2** Investigate professional employer expectations of skills and competences within a specific organisational context	**M1** Evaluate the importance of ongoing 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		
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	**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
LO4 Demonstrate a range of service industry and transferable skills for a job application		
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	**D3** Produce a detailed and coherent critical reflection of an interview process and own abilities during this process

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.* New York: McGraw-Hill Education.

Websites

www.cipd.co.uk	Chartered Institute of Personnel 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)

Links

This unit links to the following related units:

Unit 14: Work Experience

Unit 17: Human Resource Management

Unit 44: Organisational Behaviour

Unit 46: Pitching and Negotiation Skills

Unit 4: The Travel and Tourism Business Toolkit

Unit code	T/616/2009
Unit type	Core
Unit level	4
Credit value	15

Introduction

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

Every business requires 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, and interpreting and applying financial indicators to drive profitability or gain market share.

This unit is designed to provide students with the skills they need to become competent managers in a travel and tourism environment. This will prepare them to understand important principles with regard to performance indicators, both financial and non-financial, human resources management, and other key factors affecting the modern business environment.

The unit aims to give students the opportunity to develop their business acumen, covering a number of different business activities applied within the travel and tourism industry context. These include understanding the business climate and key principles of revenue management, 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. Examine the key principles of revenue management for the travel and tourism industry

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

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

4. Explain how to manage budgets and maintain statistical and financial records.

Essential Content

LO1 Examine the key principles of revenue management for the travel and tourism industry

Travel and tourism characteristics:

Key characteristics of the travel and tourism industry e.g. seasonality, perishability, vulnerability and competition that influence pricing strategies

The economics of travel and tourism based on marginal cost principle and low profit margins

Revenue management:

Definition of yield and revenue management

Application of tools of revenue management in the travel and tourism sector: capacity utilisation, discount allocation, duration control and late booking strategies

Measuring yield: potential room rates and air fares, occupancy percentage, multiple occupancy percentage, load factors and yield calculation

The importance of revenue management, application, strategies and implementation

LO2 Assess how to manage the Human Resources life cycle within the context of an 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 to best fit for the role required

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

Managing a multicultural and international team, and 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 travel and tourism business

Legislation and legal responsibilities:

The relationship between regulations, legislation and standards

The implications and impacts of various legislation e.g. environmental legislation, consumer and passenger rights, freedoms of the air and bilateral agreements

Legislation on data protection and confidentiality

Rules and regulations relating to cybersecurity

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

LO4 Explain how to manage budgets and maintain statistical and financial records

The use of financial statements and reports to communicate financial positions with stakeholders

Monitoring sales targets and figures

Sales reporting mechanisms

Preparing budgets, budget control techniques and using budgetary targets to identify variances

How to interpret business performance from profit and loss statements

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the key principles of revenue management for the travel and tourism industry		
P1 Discuss the rationale and principles of revenue management for the travel and tourism industry **P2** Investigate how a specific sector of the travel and tourism industry applies revenue management tools to generate and maximise profit	**M1** Analyse the impact of differentiated pricing strategies on revenue management in a specific sector of the travel and tourism industry	**D1** Critically analyse the principles of revenue management and its application in a specific sector of the travel and tourism industry
LO2 Assess how to manage the Human Resources life cycle within the context of an HR strategy		**D2** Make valid judgements and recommendations on how HR processes and documents can be improved for effective talent planning throughout the HR life cycle
P3 Review the different stages of the HR life cycle applied to a specific travel and tourism job role, and their importance for retaining and developing talent **P4** Develop a performance management plan for a specific travel and tourism job role, applying techniques to resolve negative behaviour and to 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	

Pass	Merit	Distinction
LO3 Illustrate the potential impact of the legal and ethical considerations on a travel and tourism business		
P5 Explore specific legislation that organisations in the travel and tourism industry have to adhere to **P6** Using specific examples, illustrate how company, employment and contract law has a potential impact on business decision-making in the travel and tourism industry	**M3** Using specific examples, examine the potential implications of regulations, legislation and standards on decision-making in the travel and tourism industry	**D3** Critically reflect on the potential impacts of regulations, legislation and ethical principles on decision-making in the travel and tourism industry
LO4 Explain how to manage budgets and maintain statistical and financial records		**D4** Evaluate business performance based on financial statements reports for organisations within the travel and tourism industry
P7 Explore the different types of financial statements and reporting mechanisms for organisations within the travel and tourism industry **P8** Explain the importance and value of budgets for controlling business performance and identifying variances	**M4** Interpret financial statements and reports for organisations within the travel and tourism industry	

Recommended resources

Textbooks

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

ALTINAY, L. and BROOKES, M. (2015). *Entrepreneurship in Hospitality and Tourism*. Oxford: Goodfellow Publishers.

HOLLOWAY, C. and HUMPHREYS, C. (2016) *The Business of Tourism*. 10th ed. Harlow: Pearson.

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

MCLANEY, E. and ATRILL, P. (2014) *Accounting and Finance for Non-Specialists*. 9th ed. Harlow: Pearson.

Websites

www.cipd.co.uk	Chartered Institute of Personnel and Development
	(General Reference)
www.hospa.org	HOSPA Hospitality, Finance, Revenue and IT professionals
	(General Reference)
www.mindtools.com	Mind Tools Essential Skills for an Excellent Career
	Forming, Storming, Norming, and Performing
	(Articles)

Links

This unit links to the following related units:

Unit 15: Management Accounting

Unit 17: Human Resource Management

Unit 44: Organisational Behaviour

Unit 47: 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). This 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.

The unit 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, students 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 practised in today's industries, they will also 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 e.g. 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 e.g. 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 e.g. 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 service sector 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		**D2** Critically analyse how specific management styles have been influenced and changed by internal and external factors in a selected service industry organisation
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	
LO3 Assess current and future management and leadership skills for the service sector		**LO3 LO4**
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	**D3** Critically evaluate how, in response to change, management and leadership skills in the service sector have developed

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) *Organisational 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: Goodfellow Publishers.

Websites

www.cipd.co.uk	Chartered Institute of Personnel 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 Travel and Tourism Business Toolkit

Unit 44: Organisational Behaviour

Unit 7: Managing Conference and Events

Unit code	M/616/1795
Unit level	4
Credit value	15

Introduction

The aim of this unit is to give students a background knowledge and understanding of the events and conferencing industry. Students will be required to study different types of events and profile real events from different events categories. They will learn how to set up a variety of conferences and the type of equipment and resources required.

Students will discover the different job roles in the events industry, and the skills required for these roles. They will evaluate their own skills to identify what they need to improve on to gain their desired roles.

In addition, students will investigate the criteria required to run and manage a safe and secure event, both in terms of the physical venue and dealing with situations that might occur. On completion of the unit, students will have a good understanding of the industry and the skills required. They will also gain transferable skills in safety, which is invaluable for any area of the events sector.

Learning Outcomes

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

1. Investigate the different categories and dimensions of events within the events sector

2. Examine the considerations for conference and event room set ups defining the professional standards required

3. Explore the management skills required to work within the events environment and successfully deal with stakeholders

4. Explain the measures required to manage a secure and safe events environment for staff and guests.

Essential content

LO1 Investigate the different categories and dimensions of events within the events sector

Diversity of the sector:

Event typologies and examples, hallmark, mega, community and special

Different categories of events within the leisure, travel and tourism sector e.g. weddings, private parties versus the corporate sector that includes conferences, meetings, product launches, seminars, promotional events, award ceremonies

Different categories of exhibitions and fairs e.g. carnivals, art fairs and trade shows

The growth in popularity of different categories of festivals e.g. music, religious, sport, and food and drink

The value and economic contribution of the events sector

Different dimensions of events e.g. mobile versus place, multi versus single event, live versus virtual event

Features of events:

The different considerations of an event depending on the type of event

How the purpose, type of client, type of guest and size influences the choice of location, venues, budgets, duration and entertainment provision

Current trends within the event industry:

The impact of digital technology in the events sector e.g. use of events apps, livestreaming, visual animation walls, interactive technology

Increasing safety and security requirements

New and innovative types of events

Niche events and sustainability

LO2 Examine the considerations for conference and event room set ups defining the professional standards required

Meeting room configurations:

Space utilisation for comfort and to accommodate the number of guests

Room layout and design set-up e.g. theatre style, U–shape and board room

Delegate place setting and value-added consumables

Space, heating, ventilation and lighting considerations to create the right ambience and brand experience

Criteria to meet the set brand standards

Delivery of Daily Delegate Package (DDP)

Type of DDP packages, rates, add on and upselling, typical target consumer and meeting a diverse range of cultural and religious requirements

Equipment requirements:

Audio-visual requirements e.g. Wi-Fi connectivity, facilities for conference calling and video calling

Multiple projections, web streaming, event recording and webcasting

Event apps and live interactive collaboration packages

Additional services and added value:

Catering and specific requirements

Business center facilities

Special requirements for different client groups e.g. children, elderly and people with disabilities

Specific requirements and services for international guests/speakers, high profile and VIP guests

LO3 Explore the management skills required to work within the events environment and successfully deal with stakeholders

Different job roles and responsibilities:

The importance of effective inter-relationships with other departments involved in the process

The importance of overseeing all aspects of the event on the day and utilising networking opportunities

Key management responsibilities:

How to create appropriate event proposals to meet the client brief and specific requirements

Effective relationship building and networking with vendors and venues

Team management to communicate effectively with all stakeholders

Issuing invoices and producing financial statements and reports, creating sales opportunities

The importance of strategic planning to meet targets and maximise profit

Contingency planning and conducting risk assessment

Co-ordination of different functions to minimise disruption

Personal attributes and skills:

Trade-specific technical skills appropriate to role

People management skills and allocation of responsibilities, briefing and supervision

Logistics and resource management skills e.g. analytical, problem-solving, fast thinking, record keeping, finance

Project management skills

Cultural awareness and sensitivity

Personal attitude, appearance and professional conduct

LO4 **Explain the measures required to manage a secure and safe events environment for staff and guests**

Providing a secure and safe venue:

Venue site visit and appraisal

Risk assessments, Health and Safety, food safety, room capacity, fire safety, equipment and required facilities, storage

Risk management and contingency planning, provisions of emergency services, first aid

The importance of signage and orientation

Providing a secure and safe environment for guests:

Security and crowd management strategies

Evacuation procedures

The use of contingency plans

Conflict resolution in dealing with disruptive guests, predicting issues, problems and situations

Secure and safe environment for staff:

Legal responsibilities and requirements

Training and development

Providing Personal Protective Equipment (PPE)

Providing the correct equipment, tools required and giving accurate briefings

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate the different categories and dimensions of events within the events sector		**D1** Critique the development of the events sector providing specific examples from a range of different categories of events
P1 Examine the different categories and dimensions of events, using specific examples to illustrate the differences **P2** Using specific examples of different categories of events discuss the features and current trends influencing the events sector	**M1** Analyse current event trends to explain how events are adapting to stay innovative, using specific examples for different categories of events	
LO2 Examine the considerations for conference and event room set ups defining the professional standards required		**D2** Justify choices made for the design and layout to set up a conference or event correctly and exceed specific client expectations and needs
P3 Design an event layout to correctly set up a conference or event room to meet specific client brief requirements **P4** Examine the additional services available within a conference or event environment and the importance to provide them to meet specific client requirements for added value	**M2** Evaluate the quality of the design and layout in meeting client expectations and needs	
LO3 Explore the management skills required to work within the events environment and successfully deal with stakeholders		**D3** Critically evaluate the management skills required in the event industry, making and justifying recommendations to meet stakeholder requirements
P5 Explore the different management roles within the event industry, with reference to current job opportunities in the sector **P6** Review the management skills and personal attributes required to work within the events industry and meet stakeholder needs and expectations	**M3** Evaluate the impact of management skills on creating a successful event to meet stakeholders' needs and expectations	

Pass	Merit	Distinction
LO4 Explain the measures required to manage a secure and safe events environment for staff and guests		**D4** Justify recommendations to improve the provision of security and safety at specific events in terms of benefit and cost to the business, staff and guests
P7 Specify and explain the appropriate measures required to provide a secure and safe event venue, a safe environment for guests and a safe working environment for events staff, providing specific examples	**M4** Compare and contrast the security and safety provision for specific events examples	

Recommended resources

Textbooks

ARMSTRONG, D. and ALLAN SCOTT, J. (2016) *The Event Professional's Handbook: The Secrets of Successful Events*. Petersfield: Harriman House Ltd.

BLADEB, C. et al. (2012) *Events Management: An Introduction*. Oxford: Routledge.

BOWDIN, G., McDONNELL, I., ALLEN, J. and O'TOOLE, W. (2010) *Events Management*. 3rd ed. Oxford: Butterworth Heinemann.

FERDINAND, N. and KITCHEN, P. (2012) *Events Management – An International Approach*. London: Sage Publications Ltd.

RAJ, R., WALTERS, P. and RASHID, T. (2013) *Events Management: Principles and Practice*. London: Sage Publications.

Websites

www.abpco.org	Association of British Professional Conference Organisers
	Industry news and updates
	(General Reference)
www.iem.institute	Institute of Event Management
	Professional Recognition
	(General Reference)
www.ifea.com	International Festivals and Events Association
	Industry news and webinars
	(General Reference)

Links

This unit links to the following related units:

Unit 5: Leadership and Management for Service Industries

Unit 27: Developing the Event Experience

Unit 28: Corporate Events Management

Unit 29: Global Events

Recommended resources

Textbooks

BUDD, L. and ISON, S. (2016) *Air Transport Management, an International Perspective*. Oxford: Routledge.

COOK, N.G. and BILLIG, B. (2017) *Airline Operations and Management*. Oxford: Routledge.

FLETCHER, J. et al. (2013) *Tourism, Principles and Practice*. 5th ed. Harlow: Pearson.

GIBSON, P. (2012) *Cruise Operations Management*. Oxford: Routledge.

GLOVER, J. (2013) *Principles of Railway Operation*. Shepperton: Ian Allan Publishing.

GROSS, S. (2014) *Introduction to Tourism Transport*. Wallingford: CABI.

HOLLOWAY, J.C. and HUMPHREYS, C. (2016) *The Business of Tourism*. 12th ed. Harlow: Pearson.

PEDERSEN, R. (2015) *Western Ferries, Taking on the Giants*. Edinburgh: Birlinn Ltd.

RYSZKA-ONIONS, A. (2016) *Ocean Ships*. 17th ed. Shepperton: Ian Allan Publishing.

Websites

www.cruising.org	Cruise Lines International Association (General Reference)
www.iata.org	International Air Transport Association (General Reference)
www.maritimejournal.com	Maritime Journal (Research)
www.passengertransport.co.uk	Passenger Transport Magazine Articles, news, trends (General Reference)

Links

This unit links to the following related units:

Unit 1: The Contemporary Travel and Tourism Industry

Unit 6: Managing Aviation Services

Unit 21: Airline Operations Management

Unit 42: Cruise Management

Unit 13: Global Tourism Destinations

Unit code	L/616/2016
Unit level	4
Credit value	15

Introduction

This unit provides students with an understanding of the scale, nature and development of tourism at a global level.

Students will use statistics to analyse the scale and value of tourism in all global regions. Having identified trends, they will explain these trends, most notably that of continued growth. They will be required to examine the growth in different global regions and specific destinations. Research will take the form of the interpretation of the United Nations World Tourism Organisation (UNWTO) and other statistics, the analysis of emerging destinations, and broad reading of relevant academic theories of tourism and tourism growth.

Learning Outcomes

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

1. Examine the scale and nature of global tourism

2. Assess the growth and characteristics of key emerging markets and destination regions

3. Explore the roles of key organisations in the development of global tourism

4. Appraise threats, issues and challenges to the future development of global tourism.

Essential content

LO1 Examine the scale and nature of global tourism

Global tourism statistics, trends and flows:

Statistical data including visitor flows, arrivals, expenditure, revenue generation, market-share for national and international tourism

Key trends and predicted outlook for national, international and continental markets

World's top tourism destinations and how these have changed over time

Tourism-generating areas:

The characteristics of the main tourism-generating regions of the world based on demographics, economic and geographical factors

Tourism-receiving areas:

The characteristics of the main tourism-receiving regions of the world based on location, climate, environment, culture and economic factors

LO2 Assess the growth and characteristics of key emerging markets and destination regions

Growth and scale of tourism destinations in different global regions:

The geographical appeal of different tourism destinations e.g. coastal beach resorts, islands, national parks, wildlife reserves and protected landscapes

The historical and cultural appeal of tourism destinations including cities, towns, regions for distinctive cultural traditions, customs and architecture

The 4 A's of destinations: Attractions, Amenities, Access and Ancillary Services

Mature destinations versus emerging destinations

The stages of the destination area life cycle (Butler)

Emerging markets:

Factors leading to the growth of specific markets and destinations

Strategies and tactics employed by emerging destinations

Future predictions and forecasts

LO3 Explore the roles of key organisations in the development of global tourism

Key organisations:

Organisations which influencing global tourism – National and International agencies e.g. World Tourism Organisation (WTO), International Air Transport Association (IATA), United Nations (UN), European Union (EU)

Multinational tourism providers, travel agents, tour operators

The role, aims and policies of organisations

The significance and influence of tourist organisations

LO4 Appraise threats, issues and challenges to the future development of global tourism

Economic:

The impact of new and emerging economies on supply and demand

Economic factors that affect global tourism development e.g. rising levels of income, disposable income, prosperity versus recession and exchange rate fluctuations

The impact of rising aviation taxation and fluctuating fuel costs

Political:

The growth or regionalism and pressure for independence affecting entry and exit policy, travel restrictions, tariffs, safety, terrorism perceptions of safety

Environmental:

The key environmental concerns as identified by the United Nations Environment Programme (UNEP): climate change, environmental damage and depletion and loss of biodiversity

Additional factors e.g. pollution, disease, environmental legislation, public opinion, power use

Social trends:

Changing customer requirements and expectations driven by advances in technology, fashions, changing activities and events

Technological trends:

Impacts on marketing of destinations using multi-media platforms and integrated marketing channels (IMC)

The use of mobile technologies and cloud technology in raising destination awareness and interaction with visitors

The use of online distribution channels, expanding accessibility to information and bookings

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the scale and nature of global tourism		**LO1 LO2**
P1 Interpret statistics to accurately present an overview of the nature and trends of tourism on a global scale	**M1** Analyse how the scale and nature of tourism on a global level has been influenced by the emerging economies	**D1** Critically evaluate the impact of both key and emerging markets, and significant factors affecting global tourism
P2 Investigate the characteristics of key tourist-generating and receiving areas of the world		
LO2 Assess the growth and characteristics of key emerging markets and destination regions		
P3 Determine specific reasons for the growth of key global tourism-generating and receiving areas of the world	**M2** Evaluate and compare the importance of different factors affecting and driving tourism statistical trends in a range of different global regions	
P4 Compare and contrast the differences between a range of emerging global tourism destinations in relation to stages of the destination life cycle, factors driving growth, and strategies employed		
LO3 Explore the roles of key organisations in the development of global tourism		**LO3 LO4**
P5 Investigate the role and responsibilities of key international organisations in the development of global tourism	**M3** Evaluate the significance of key organisations in the growth and development of global tourism	**D2** Make justified recommendations for Government and other international organisations for managing future tourism development in response to threats, issues and challenges
LO4 Appraise threats, issues and challenges to the future development of global tourism		
P6 Review the significance of various threats, issues and challenges to the future development of global tourism	**M4** Analyse the implications of significant threats, issues and challenges to global tourism	

Recommended resources

Textbooks

MULLER, D. and WIECKOWSKI, M. (2018) *Tourism in Transitions: Recovering Decline, Managing Change (Geographies of Tourism and Global Change)*. New York: Springer.

REID, D.G. (2014) *Tourism, Globalization and Development: Responsible Tourism Planning.* London: Pluto Press.

THEOBALD, W. (2016) *Global Tourism.* 3rd ed. Oxford: Routledge.

Websites

www.data.worldbank.org	The World Bank
	Research, Data and Statistics
	(General Reference)
www.statista.com	Statista
	Statistics, publications and research
	(General Reference)
www.unwto.com	United Nations World Tourism Organisation
	Market Trends, Statistics and data
	(General Reference)
www.wttc.com	World Travel and Tourism Council
	Research
	(General Reference)

Links

This unit links to the following related units:

Unit 1: The Contemporary Travel and Tourism Industry

Unit 24: Destination Management Services

Unit 43: International Tourism Planning and Policy

Recommended Resources

Textbooks

DRURY, C. (2015) *Management and Cost Accounting*. 9th ed. London: Cengage Learning.

EDMONDS, T. and OLDS, P. (2013) *Fundamental Managerial Accounting Concepts*. 7th ed. Maidenhead: McGraw-Hill.

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

SEAL, W. et al. (2014) *Management Accounting.* 5th ed. Maidenhead: McGraw-Hill.

Links

This unit links to the following related units:

Unit 4: The Travel and Tourism Business Toolkit

Unit 18: Entrepreneurship and Small Business Management

Unit 49: Managing and Running a Small Business

Unit 16: Marketing Essentials for Travel and Tourism

Unit code	R/616/2017
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.

Tourism organisations such as Expedia, British Airways and Hilton, and small local independent 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 areas of a travel and tourism organisation

2. Compare ways in which travel and tourism 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 travel and tourism organisation.

Essential Content

LO1 **Explain the role of marketing and how it interrelates with other functional areas of a travel and tourism organisation**

Definitions and the marketing concept:

Definitions of marketing

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

The nature of marketing travel and tourism and different marketing approaches

How the external environment influences and impacts upon marketing activity

The role of marketing:

The structure and operations of marketing departments

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

The different roles of travel and tourism marketing within both a Business to Consumer (B2C) and Business to Business (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 tourism business

LO2 **Compare ways in which travel and tourism 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: The chain of distribution and shifts in channel management and distribution

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 travel and tourism 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 areas of a travel and tourism organisation		
P1 Explain the key roles and responsibilities of the marketing function **P2** Explain how roles and responsibilities of marketing relate to the wider organisational context of a travel and tourism organisation	**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 of a travel and tourism organisation	**D1** Critically analyse and evaluate the key elements of the marketing function and how they interrelate with other functional units of a travel and tourism organisation
LO2 Compare ways in which travel and tourism organisations use elements of the marketing mix (7Ps) to achieve overall business objectives		
P3 Compare the ways in which different organisations apply the marketing mix to the marketing planning process to achieve business objectives	**M3** Evaluate different tactics applied by organisations to demonstrate how business objectives can be achieved	**LO2 LO3** **D2** Design a strategic marketing plan that tactically applies the use of the 7Ps to achieve overall marketing objectives for a travel and tourism organisation
LO3 Develop a basic marketing plan to meet marketing objectives for a travel and tourism organisation		
P4 Produce a basic marketing plan for a travel and tourism 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 travel and tourism 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., 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

                                           (General Reference)

www.cim.co.uk   Chartered Institute of Marketing

                                           (General Reference)

Links

This unit links to the following related units:

Unit 26: Destination Marketing

Unit 34: Marketing for Ethical Tourism

Unit 37: Digital Sales and Marketing

Unit 49: Managing and Running a Small Business

Recommended Resources

Textbooks

BURNS, P. (2011) *Entrepreneurship and Small Business.* 3rd ed. Basingstoke: Palgrave MacMillan.

CARTER, S. and JONES-EVANS, D. (2012) *Enterprise and Small Business: Principles, Practice and Policy*. Harlow: Pearson.

DOWN, S. (2010) *Enterprise, Entrepreneurship and Small Business*. London: Sage.

GRIFFITHS, A. and WALL, S. (2011) *Economics for Business and Management.* 3rd ed. Harlow: Pearson.

Links

This unit links to the following related units:

Unit 48: Launching a New Venture

Unit 49: Managing and Running a Small Business

Unit 19: Research Project

Unit code	A/616/1802
Unit type	Core
Unit level	5
Credit value	30

Introduction

This unit a Pearson-set unit. 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 pathway). This will enable students to explore and examine a relevant and current topical aspect of travel and tourism in the context of the travel and tourism 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, develop research aims, objectives and outcomes, and 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 travel and tourism research project

3. Communicate the outcomes of a travel and tourism 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 methical and valid propositions as the foundation for a research project

Rationale – the purpose and significance for 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 travel and tourism 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 non-probability 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 e.g. interviews and questionnaires.

Using analytical techniques e.g. trend analysis, coding or typologies.

LO3 Communicate the outcomes of a travel and tourism 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** **D1** Critically evaluate research methodologies and processes in application to a travel and tourism research project, to justify chosen research methods and analysis
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	
LO2 Conduct and analyse research relevant to a travel and tourism research project		
P3 Conduct primary and secondary research using appropriate methods for a travel and tourism research project that considers costs, access and ethical issues **P4** Apply appropriate analytical tools, analyse research findings and data	**M2** Discuss merits, limitations and pitfalls of approaches to data collection and analysis	
LO3 Communicate the outcomes of a travel and tourism 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 travel and tourism 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 Travel and Tourism Industry

Unit 3: Professional Identity and Practice

Unit 20: Tourism Consumer Behaviour and Insight

Unit code	D/616/2019
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 tourism organisation. To understand the factors that influence customers' decisions is invaluable in marketing and operating your travel and tourism business.

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 travel and tourism organisation.

Learning Outcomes

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

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

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

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

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

Essential Content

LO1 Examine the factors that influence tourism 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

Lifestyle determinants of demand for tourism

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 tourism industry

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

Introduction to consumer decision-making:

Models of tourism consumer decision-making e.g. Schmoll and Mathieson and Wall models

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

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

Four views of tourism 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 tourism 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 market research differs 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 tourism 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 tourism 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 tourism consumer behaviour and attitudes			**D1** Critically analyse the emerging trends in consumer behaviour and attitudes, using specific examples from the tourism industry to support your arguments
P1 Investigate the different cultural, social, personal and psychological factors that influence consumer behaviour and attitudes within a tourism 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 tourism	
LO2 Demonstrate the ability to map a path to purchase in a tourism 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 tourism decision-making process, supported by specific tourism examples and contexts
P3 Examine the stages of the consumer decision-making journey and map a path to the purchasing for a given tourism service **P4** Explore why it is important for marketers to map a path to purchase and understand consumer decision-making in the tourism sector		**M2** Evaluate how marketers are responding to the decision-making process, applying relevant examples from the tourism sector	
LO3 Evaluate appropriate forms of research to understand influences on the tourism consumer decision-making process			
P5 Compare and contrast the key differences of the tourism decision-making process in the context of B2C and B2B, using specific tourism 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 tourism decision-making and buying behaviour, supported by specific tourism examples	

Pass	Merit	Distinction
LO4 Evaluate how marketers influence the different stages of the tourism consumer decision-making process		
P7 Evaluate how marketers can influence the different stages of the tourism decision-making process, giving specific tourism 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 Behavior: Creating Memorable Experiences.* 1st ed. Waretown, New Jersey: Apple Academic Press.

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

Links

This unit links to the following related units:

Unit 2: Managing the Customer Experience

Unit 50: Customer Value Management

Recommended resources

Textbooks

AGARWAL, S. and SHAW, G. (2007) *Managing Coastal Tourism Resorts A Global Perspective*. Clevedon: Channel View Publications.

EDGELL, D. and SWANSON, J.R. (2013) *Tourism Policy and Planning: yesterday, today and tomorrow*. 2nd ed. Oxford: Routledge.

KOZAK, M. and KOZAK, N. (2015) *Destination Marketing: An International Perspective.* Oxford: Routledge.

MORRISON, A. (2018) *Managing and Marketing Tourism Destinations*. 2nd ed. Oxford: Routledge.

Websites

www.destinationmarketing.org	Destination Marketing Association International
	(General Reference)
www.eyefortravel.com	Eye for Travel
	Social Media and Marketing
	(General Reference)

Links

This unit links to the following related units:

Unit 24: Destination Management Services

Unit 26: Destination Marketing

Unit 33: Global Sustainable Tourism Development

Unit 43: International Tourism Planning and Policy

Unit 26: Destination Marketing

Unit code	M/616/2025
Unit level	5
Credit value	15

Introduction

Destination marketing organisations are involved in the promotion of a town, city, region, or country in order to increase the number of visitors. They promote the development and marketing of a destination, focusing on convention sales, tourism marketing, and services.

This unit develops students' understanding of the process of marketing a tourism destination. Students will investigate the role of different Destination Marketing Organisations (DMOs) in developing and implementing the marketing plan and marketing campaign. They will explore the different aspects of marketing planning and marketing campaigns to evaluate how these concepts and principles can be applied to the challenge of marketing destinations, with particular focus on the branding and positioning of the destination.

The knowledge, understanding and skills developed through this unit will empower students to contribute to the future development and marketing of destinations, and enhance their career development opportunities in this field.

Learning Outcomes

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

1. Assess how marketing principles can be applied to support destination growth and development

2. Analyse the key elements of a destination marketing campaign

3. Evaluate the role of digital marketing in promoting a destination

4. Assess the role of Destination Marketing Organisations (DMOs) and the challenges they face.

Essential content

LO1 Assess how marketing principles can be applied to support destination growth and development

Destination marketing plan:

The concept of destination marketing

The purpose of the destination marketing plan: positioning, competitive advantage, added value, new product development and building brand identity

The positioning of the destination in relation to Butler's Tourist Area Life Cycle (TALC)

The elements of the marketing plan:

Understanding the visitor: theories and models of consumer behaviour and decision-making

Segmentation, targeting and positioning

Setting objectives and reviewing strategic options

Branding the destination

Applying the marketing mix: defining and understanding the 7Ps (product, price, place, promotion, people, process, physical) and their importance to marketing the destination

Monitoring and evaluating the delivery of the plan

LO2 Analyse the key elements of a destination marketing campaign

Marketing campaign:

The definition and purpose of a destination marketing campaign

The benefits of the destination marketing campaign

The value of collaboration and partnership with key industry partners

Elements of a destination marketing campaign:

Alignment of campaign objectives within the wider policy framework

Identification of target markets

Use of big data and analytics to profile existing and potential customers

Agreeing campaign messages

Establishing measurable outputs and outcomes

Evaluating the effectiveness of different channels to reach target markets

Allocating resources

Establishing monitoring and evaluation controls

LO3 **Evaluate the role of digital marketing in promoting a destination**

Digital destination marketing campaigns:

Effectiveness of digital marketing campaigns in reaching different audiences and a global audience

Use of different communications tools e.g. search engine optimisation, email, mobile, pop ups, viral advertising, social media

Effectiveness of integrated multi-channel communications

Comparison of effectiveness of digital marketing with 'traditional' media e.g. print, TV advertising

LO4 **Assess the role of Destination Marketing Organisations (DMOs) and the challenges they face**

Role of DMOs:

Increase destination's competitiveness

Identify and manage different stakeholders and stakeholder groups

Provide business advice, guidance and support on online marketing and advertising

Develop and provide support for marketing plans

Develop and strengthen branding identity

Implement local, regional, national marketing campaigns

Evaluate campaign success and performance

Influencing wider issues e.g. destination planning and sustainable tourism

Challenges:

Access to funding

Access to market research

Fragmentation of tourism industry and balancing interests of diverse stakeholder groups

Deciding the importance of different aspects, products and resources of the destination

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Assess how marketing principles can be applied to support destination growth and development		
P1 Evaluate how principles of marketing planning support the marketing of a destination, using specific destination examples	**M1** Critically evaluate the effectiveness of applying principles of marketing planning to market a destination, using specific destination examples	**D1** Critically evaluate the importance of applying principles of marketing planning for destinations to achieve strategic objectives
LO2 Analyse the key elements of a destination marketing campaign		**D2** Critically evaluate the marketing campaign of a specific destination and the use of digital marketing tools to promote the destination and engage the target audience
P2 Analyse the key elements of a range of destination marketing campaign examples to analyse how successfully campaign objectives were met	**M2** Compare and contrast the key elements of a range of destination marketing campaigns and evaluate the degree of inter-dependency of the various elements in meeting campaign objectives	
LO3 Evaluate the role of digital marketing in promoting a destination		**D3** Make valid and justified recommendations for improving digital marketing
P3 Review the different digital marketing tools used for promoting and advertising a specific destination	**M3** Critically evaluate the effectiveness of digital marketing tools in reaching different target audiences for a specific destination	
LO4 Assess the role of Destination Marketing Organisations (DMOs) and the challenges they face		**D4** Make recommendations and solutions for overcoming challenges faced by DMOs for successfully meeting destination marketing objectives
P4 Examine the role and services of DMOs in marketing a destination **P5** Assess the challenges faced by DMOs in marketing destinations, using a range of examples	**M4** Critically analyse the challenges faced by DMOs in successfully meeting destination marketing objectives, using a range of examples	

Recommended resources

Textbooks

KOZAK, M. and KOZAK, N. (2015) *Destination Marketing: An International Perspective*. Oxford: Routledge.

MORRISON, A. (2018) *Managing and Marketing Tourism Destinations.* 2nd ed. Oxford: Routledge.

PIKE, S. (2015) *Destination Marketing*. 2nd ed. Oxford: Routledge.

Websites

www.destinationmarketing.org	Destination Marketing Association International
	Research
	(General Reference)
www.eyefortravel.com	Eye for Travel
	Social Media and Marketing
	(General Reference)

Links

This unit links to the following related units:

Unit 8: Visitor Attraction Management

Unit 16: Marketing Essentials for Travel and Tourism

Unit 24: Destination Management Services

Unit 25: Strategic Destination Planning

Unit 34: Marketing for Ethical Tourism

Recommended resources

Textbooks

ALLEN, J. (2009) *Event Planning: The Ultimate Guide To Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events*. Hoboken, New Jersey: John Wiley & Sons.

BERRIDGE, G. (2006) *Events Design and Experience*. Oxford: Routledge.

NEWBERY, P. and FARNHAM, K. (2013) *Experience Design: A Framework for Integrating Brand, Experience, and Value.* Hoboken, New Jersey: John Wiley & Sons.

Websites

www.fifa.com/worldcup/index.html	Fifa World Cup
	(General Reference)
www.ises.com	International Special Events Society
	(General Reference)
www.olympicgames.org/olympicgames	The IOC Olympic Games
	(General Reference)

Links

This unit links to the following related units:

Unit 1: The Contemporary Travel and Tourism Industry

Unit 2: Managing the Customer Experience

Unit 7: Managing Conference and Events

Unit 28: Corporate Events Management

Unit 29: Global Events

Unit 28: Corporate Events Management

Unit code	A/616/2027
Unit level	5
Credit value	15

Introduction

This unit focusses on the development of an event for the business community. The rapid growth of the events sector has seen the value of corporate events make a significant impact on the UK economy. In 2015 the conference and meeting sector contributed 19.9 billion to the national economy, 11.1 billion to exhibitions and trade fairs and 1.2 billion to corporate events (Eventbrite, 2017). The sector not only plays a vital role in the national economy, but also in generating exports and international trade.

The unit begins with a comparison of business to consumer and business to business events to help students understand the key differences between the two. It then examines the process of identifying new market segments for exploitation and developing an appropriate offer to attract and meet the needs of new customers. Students consider a basic feasibility study to help identify if a potential concept is worth pursuing. This involves a market segmentation exercise, evaluation of potential event offers and a top level investment versus return analysis.

On the assumption that the concept proves feasible, students then proceed to develop the offer and consider pricing, logistics and, importantly, how to engage the business community and promote the event. It is strongly recommended to integrate unit assessment with *Unit 27 Developing the Event Experience* to allow for continuity, if students are undertaking the specialist pathway. This will enable students to create an experience design concept for a corporate event, plan the event and evaluate the planning and promotion for the event. Practical application should be encouraged to give students the opportunity of managing and planning an event.

Learning Outcomes

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

1. Compare and contrast corporate and leisure events

2. Evaluate how different types of corporate events help companies reach their business goals

3. Assess the importance of a feasibility study for a proposed corporate event

4. Evaluate the process of planning and promoting a corporate event.

Essential content

LO1 Compare and contrast corporate and leisure events

Different categories of corporate events:

Types of corporate events e.g. conferences, exhibitions, trade fairs, awards ceremonies, annual meetings etc

The key differences of corporate versus leisure events

Motivations of customer corporate groups: corporate events offer networking, updating on new developments, relationship building, competitor analysis

Stakeholders in the corporate events sector

Marketing of corporate events:

Market segmentation criteria to reach target audience industry sector, size of business, customer base

Marketing channels available to reach each audience e.g. social media, websites, apps

Pricing and positioning of the event

Trends in corporate events:

Changing demographics of the workforce

Impact of technology on corporate events

Procurement and return on investment

LO2 Evaluate how different types of corporate events help companies reach their business goals

Different business goals:

Strategic focus: management, product life cycle, core business activities

competitive strategy, marketing and talent management

How events can support business objectives and growth:

The benefits of an event e.g. generating leads, conveying brand image, retention of employees, promoting products and expertise

Events to achieve different business goals e.g. networking, product launches and trade shows, team building events

Virtual meetings versus face-to-face

LO3 **Assess the importance of a feasibility study for a proposed corporate event**

Feasibility study:

The purpose of the feasibility study

The stages of the event life cycle

The event formation process from idea to feasibility

Identify and profile the stakeholder base:

Market segmentation analysis to identify potential customer groups and customer needs

Carry out a feasibility study:

Key aspects of the feasibility study

Identification and use of different information and market research sources to understand the target market

Analytical tools for planning (SWOT, PESTLE, Porter's 5 Forces)

Review of macro and micro environment

Unique selling points of the event that provide a competitive edge

Consider key risks:

Budget and financial risks: estimation of different income streams, calculation of fixed and variable costs for pre-event activity, delivery and any post-event fulfilment

Timescales: adequate time to source an appropriate venue, attract paying delegates, sponsors and exhibitors, secure speakers, recruit staff/third party contractors

LO4 **Evaluate the process of planning and promoting a corporate event**

Planning the event:

Use of the feasibility study to set strategic objectives e.g. for income, delegate numbers

Product: define the business event experience, confirm agenda, identify speakers

Place: identify and evaluate different venues according to the intended event experience

Price: delegate fees (hierarchy of different levels), sponsorship, exhibition, other income streams, calculate the fixed and variable costs of delivering the event, projected income and breakeven analysis

Promoting the event:

Evaluate available marketing channels to target business customers e.g. advertising, telesales, social media, partner organisations

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Compare and contrast corporate and leisure events		**D1** Critically evaluate the differences between corporate and leisure events and give justifiable reasons for differences in the planning and promotion of these events
P1 Determine a range of different corporate focussed events **P2** Compare and contrast the differences between corporate and leisure focussed events	**M1** Evaluate the key differences between the content, planning and promotion of corporate and leisure events	
LO2 Evaluate how different types of corporate events help companies reach their business goals		**D2** Provide recommendations and alternative solutions for delivering a range of different types of corporate events to optimise strategic focus and success rates
P3 Review a range of different types of corporate events and assess how they meet different strategic focus and goals	**M2** Critically evaluate the success of different types of corporate events in achieving strategic business objectives and goals	
LO3 Assess the importance of a feasibility study for a proposed corporate event		**D3** Critically evaluate the content and role of a feasibility study in assessing the potential for a new business event, justifying your reasons with examples of how a robust feasibility study can reduce the risk of event failure
P4 Assess different criteria to identify the potential audience for a new corporate event **P5** Examine the key elements of a basic feasibility study for a corporate event	**M3** Evaluate the importance of a feasibility study in identifying and quantifying the risks associated with delivering a new corporate event	
LO4 Evaluate the process of planning and promoting a corporate event		**D4** Produce a detailed plan that critically evaluates a diverse range of information sources, justifies the choice of strategic objectives and provides an implementation schedule with key performance indicators and evaluation criteria
P6 Devise a plan for a corporate event, applying key planning and promotional principles **P7** Evaluate the process taken for the planning and promotion of a corporate event	**M4** Develop a detailed plan for a corporate event, critically evaluating a range of strategic options and justifying the final choice	

Recommended resources

Textbooks

ARMSTRONG, D. (2016) *The Event Professional's Handbook: The Secrets of Successful Events*. Petersfield: Harriman House

BEECH, J., KAISER, S. and KASPER, R. (2014) *The Business of Event Management.* Harlow: Pearson.

FERDINAND, N., and KITCHIN, P. (2016) *Event Management*. 2nd ed. London: Sage.

LINDSEY K. (2011) *Planning and Managing a Corporate Event*. London: How To Books.

MATTHEWS, D. (2015) *Special Event Production: The Process*. Oxford: Routledge.

SHONE, A. and PARRY, B. (2013) *Successful Event Management: A Practical Handbook*. 3rd ed. London: Thomson Learning.

Websites

www.pcma.org	Professional Convention Management Association
	(General Reference, Research)
www.siteglobal.com	Society of Incentive and Travel Executives
	(Research)
www.smiportal.com	Global Meetings Industry Portal
	(Research, Articles)

Links

This unit links to the following related units:

Unit 7: Managing Conference and Events

Unit 11: Corporate Travel Management

Unit 27: Developing the Event Experience

Recommended resources

Textbooks

BLACK, G. (2005) *The Engaging Museum: Developing Museums for Visitor Involvement.* Oxford: Routledge.

FALK, J. (2012) *The Museum Experience Revisited.* London: EDS Publications.

FYALL, A., GARROD, B., LEASK, A. and WANHILL, S. (2008) *Managing Visitor Attractions*. 2nd ed. Oxford: Routledge.

HOOPER-GREENHILL, E. (2007) *Museums and Education: Purpose, Pedagogy, Performance: Purpose, Pedagogy, Performance.* Oxford: Routledge.

SWARBROOKE, J. and PAGE, S. (2015) *Development and Management of Visitor Attractions*. 3rd ed. Oxford: Routledge.

Websites

www.alva.org.uk

Association of Leading Visitor Attractions

(General reference)

www.museumsassociation.org

Museums Association

(General reference)

Links

This unit links to the following related units:

Unit 8: Visitor Attraction Management

Unit 30: Innovative Cultural and Heritage Management

Unit 32: Sustainable and Responsible Tourism Management

Unit code	A/616/2030
Unit level	5
Credit value	15

Introduction

The aim of this unit is to provide students with the knowledge and understanding of sustainable and responsible tourism, and how this is managed and developed in different countries.

Today, all countries, destinations, and travel and tourism organisations recognise the importance of incorporating sustainability into travel and tourism planning and operations. There is now an increasing demand for 'sustainability specialists' to be employed worldwide to implement responsible tourism management policies. It is therefore essential that all students of tourism understand its meaning and the implications for organisations that they are likely to be employed in.

Starting with understanding the concept and meaning of sustainable and responsible tourism, students will then apply this to a 'real-life' situation through the creation of a local or national tourism development case study. This will involve planning, resolving conflicts of interest, balancing supply with demand, moral and ethical issues, and economic and social environmental issues.

Learning Outcomes:

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

1. Determine the main features of sustainable and responsible tourism

2. Evaluate the importance of tourism development planning for sustainability

3. Apply principles of sustainable and responsible tourism management to a chosen case study

4. Evaluate how sustainable and responsible tourism management has evolved in a variety of destinations worldwide.

Essential content

LO1 Determine the main features of sustainable and responsible tourism

Definitions of sustainable tourism:

The evolution of sustainable tourism as a concept

The concept and meaning of sustainable tourism, the environment, responsible tourism and its management

Definitions and interpretations of sustainability from different stakeholder perspectives e.g. Government, non-government organisations (NGOs), travel and tourism industry, pressure groups/environmentalists

Organisational roles and responsibilities:

The World Tourism Organisation (WTO) and World Travel and Tourism Council (WTTC) roles, functions, mission statements

Guidelines for implementation of sustainable and responsible tourism management strategies

Application of the principles:

Principles of sustainable tourism

Hunter's adaptive paradigm and the four types of tourism development

International, national, regional and local examples of sustainable application and implementation

LO2 Evaluate the importance of tourism development planning for sustainability

Impacts of tourism development:

The relationship between tourism and the environment, assessing both the negative and positive impacts on the environment

Impacts from the environmental, economic, socio and cultural perspectives

Tourism development:

The identifiable characteristics of sustainable tourism development and the purpose of sustainable tourism development

The conflicts and complexities between sustainable development and economic growth

Planning for sustainable tourism development:

International, national, regional local development, different approaches to tourism development Advantages and disadvantages of each

The process of planning:

The stages of the planning process: recognition and preparation, setting of objectives, survey of existing data, conducting new surveys, analysis of qualitative and quantitative research, initial policy and plan formulation, recommendations, implementation, monitoring and reformulation

Problems of planning:

Meeting a diverse range of stakeholder interests e.g. the host community (business and residents), tourism industry, and the visitor

Cost implications, lack of collaborative partnership due to complex nature of the industry and issues of seasonality

Measurement:

The importance of monitoring and measuring sustainable tourism development

Instruments of measuring sustainability e.g. use of sustainable indicators and monitoring, environment assessment audit and carrying capacity

Instruments of measuring success e.g. tourism economic activity model, survey and questionnaires, use of data analysis and website analytics

LO3 **Apply principles of sustainable and responsible tourism management to a chosen case study**

Identification of a suitable tourism business/attraction:

New or existing business/attraction

The purpose and aims of the business/attraction

Factors to consider e.g. location, infrastructure, online presence and accessibility, popularity with visitors

Stakeholder engagement and partnerships

Impacts of the business on sustainability:

Positive and negative economic, environmental, social and cultural impacts

Issues and areas of conflict

The balance of supply and demand

The determinants of carrying capacity and thresholds

Future sustainability

Sustainable management:

Instruments of tourism sustainability to support sustainable management and practices

Stakeholder interest and partnerships e.g. national, regional, local authority permissions, local host businesses and resident reactions

LO4 **Evaluate how sustainable and responsible tourism management has evolved in a variety of destinations worldwide**

The different impacts of tourism:

Socio-cultural impacts:

The impact on the host community e.g. social change, changing values, provision of social services, the conflict between tourist/host relationships, commercialisation and commodification of culture and art, staged authenticity, revitalisation of customs and art forms, destruction and preservation of heritage, moral and ethical issues

Environmental impacts:

The effects of tourism activities and tourism facilities

Types of conservation and pollution e.g. air, visual, noise, land use, ecological disruption

Pressures on infrastructure and finite resources, erosion, preservation of environment e.g. drainage, irrigation

Imposition of limits

Economic impacts:

The contribution tourism has to the economy and its financial value

The generation of employment, provision of foreign exchange, multiplier effect of tourism as contribution to the balance of payments

Adverse effects e.g. economic leakage, the development of foreign ownership and management

Development of enclave tourism

Imposition of limits

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Determine the main features of sustainable and responsible tourism		
P1 Explain how the concept of sustainable and responsible tourism has evolved **P2** Determine the role, function and mission of leading global organisations involved in the promotion of sustainable and responsible tourism	**M1** Analyse the concepts and meanings of sustainable and responsible tourism according to leading global organisations	**D1** Critically analyse the relevance and application of the concepts and meaning of sustainable and responsible tourism according to leading global organisations
LO2 Evaluate the importance of tourism development planning for sustainability		**D2** Critically evaluate different approaches to tourism development and planning to identify and justify the rationale for measuring and monitoring sustainable performance
P3 Explore the purpose and principles of tourism development and planning to minimise the adverse effects of tourism **P4** Evaluate the process of tourism development and planning, and the associated challenges and problems, providing specific tourism examples	**M2** Critically evaluate different approaches to tourism development and planning for successfully achieving sustainable objectives	
LO3 Apply principles of sustainable and responsible tourism management to a chosen case study		
P5 Investigate the impacts of tourism activity generated by a specific tourism attraction from an economic, social, cultural and environmental perspective **P6** Examine how principles of sustainability implemented by a specific tourism business/attraction meet stakeholder requirements and expectations	**M3** Analyse the contribution made by various stakeholders in developing sustainable tourism practices to minimise the adverse impacts of a specific tourism business/attraction	**D3** Critically analyse the value and importance of stakeholder engagement and partnerships in minimising adverse impacts to meet overall sustainable objectives

Pass	Merit	Distinction
LO4 Evaluate how sustainable and responsible tourism management has evolved in a variety of destinations worldwide		**D4** Make justified recommendations and solutions for improving sustainable management and development for a range of tourist destinations worldwide
P7 Evaluate how sustainability is being developed and managed in a range of tourist destinations worldwide	**M4** Critically evaluate the success or failure of sustainable management applied in a range of tourist destinations worldwide	

Recommended Resources

Textbooks

BRICKER, K., BLACK, R. and COTTRELL, S. (2012) *Sustainable Tourism & Millennium Development Goals.* Burlington MA: Jones & Bartlett Publishers.

COOPER et al. (2008) *Tourism: Principles and Practice.* Harlow: Pearson.

HALL, C.J. (2007) *Tourism Planning: Policies, processes and relationships*. Harlow: Prentice Hall.

HOLLOWAY, C. (2009) *The Business of Tourism*. 9th ed. Harlow: Pearson.

LIBURD, J.J. and EDWARDS, D. (2010). *Understanding the Sustainable Development of Tourism*. Oxford: Goodfellow Publishers Ltd.

WEBER, L. (2016) *Sustainable Tourism Development*. Leicester: Willford Press.

Websites

www.gdrc.org	The Sustainable Tourism Gateways (General Reference)
www.thetravelfoundation.org.uk	The Travel Foundation (Research, Articles)
www.tourismconcern.org.co.uk	Tourism Concern (Reports, News)
www.unesco.org	United Nations Educational, Scientific, Cultural Organisation
	Teaching and learning for a Sustainable Future (Research, Publications)

Links

Unit 1: The Contemporary Travel and Tourism Industry

Unit 8: Visitor Attraction Management

Unit 30: Innovative Cultural and Heritage Management

Unit 33: Global Sustainable Tourism Development

Recommended resources

Textbooks

BEETON, S. (2016) *Film Induced Tourism (Aspects of Tourism)*. Bristol: Channel View Publications.

EVERETT, S. (2016) *Food and Drink Tourism – Principles and Practice*. London: Sage.

NOVELLI, M. (2015) *Niche Tourism: Contemporary Issues, Trends and Cases.* Oxford: Routledge.

PAPATHANASSIS, A. (2011) *The Long Tail of Tourism: Holiday Niches and their Impact on Mainstream Tourism*. Wiesbaden: Gabler Verlag.

SHARPLEY, R. et al. (2009) *The Darker Side of Travel: The Theory and Practice of Dark Tourism (Aspects of Tourism).* Bristol: Channel View Publications Ltd.

SMITH, M. (2010) *Key Concepts in Tourist Studies.* London: Sage.

WILLIAMS, P. (2018) *Special Interest Tourism: Concepts, Contexts and Cases*. Wallingford: CABI.

Links

This unit links to the following related units:

Unit 1: The Contemporary Travel and Tourism Industry

Unit 13: Global Tourism Destinations

Unit 33: Global Sustainable Tourism Development

Unit 41: Tourist Resort Management

Unit code	Y/616/1824
Unit level	5
Credit value	15

Introduction

The purpose of this unit is to give students an opportunity to explore the world of tourist resorts. Firstly, they will learn about the different types of resorts that exist in the world and focus on some of the issues that are associated with managing them. Secondly, students will gain an understanding of the difference between an all-inclusive resort and an individually-priced resort, and the financial challenges that this brings.

Finally, students will be expected to focus on a specific location of their choosing, researching a specific resort type, the type of customers that visit the location and why. Focusing on the consumer needs, students will then produce a creative package tailored to the resort, outlining how the resort would be priced in order to ensure that the business would be profitable, and how it would win business against local competition.

Students will be able to use the knowledge gained in this unit to help in a career as a general hotel manager or business entrepreneur.

Learning Outcomes

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

1. Examine the different features of common resorts and the potential issues of managing them

2. Evaluate the different types of resorts and the packages available

3. Analyse the consumer needs in a specific location to create a resort package that focuses on these needs

4. Apply the guiding principles for achieving sustainable tourism for a chosen resort.

Essential content

LO1 Examine the different features of common resorts and the potential issues of managing them

Ski resorts:

Different types of resorts, self-catering and catered chalet packages

The provision of wet rooms, provision of ski equipment and maintenance

Management of walkways

Ski patrol and avalanche control

Snowmaking, grooming and terrain park operations

Lift operations, maintenance and construction

Ski and snowboard schools

Spa resorts:

Thermal and mineral spa destinations

Different types of treatments available and common spa facilities

Control of Substances Hazardous to Health (COSHH) and Health and Safety of treatments

Beach resorts:

All–inclusive, themed and mixed-use resorts

Big brand resorts and destinations

Types of popular activities and Health and Safety of activities

Kids camps and legal provision of caring for children at kids clubs

Sustainable developments in keeping with the coastal environment

The social and cultural impacts of mass-scale tourism upon the host community

Golf resorts:

Golf course maintenance, management of staffing, provision of lessons and coaching, licenses needed, COSHH and conservation issues

Environmental issues involving water conservation and wildlife and habitat displacement

General resort hotel management:

Managing multiple food and beverage outlets to promote the brand image

Management of leisure and recreational facilities e.g. swimming pools, gym

Staffing resources, recruiting and training

Different types of staff required for specialist areas and roles, skills and qualifications required

Maintenance inspections and audits

Customer relationship management and enhancing the customer experience

Balancing business objectives with sustainable management

LO2 Evaluate the different types of resorts and the packages available

The purpose of packaging

The packaging of internal and external elements

Packaging and customer segmentation

The composition of all-inclusive packages and how they can be budgeted for

Break even points, ensuring that profit is made in an environment where everything is free

Pricing structure of resort hotels that charge on a single use basis

Competitive creative packaging and promotion based on USP

E-solutions for dynamic packaging

LO3 Analyse the consumer needs in a specific location to create a resort package that focuses on these needs

Consumer analysis:

Research techniques and types of marketing research

Tools used for analysis of market research

Tools for competitor analysis

The stages of the resort development cycle (Bulter) and impact on consumer expectations and needs

Package development:

Product design and development

Brand and lifestyle product development

Budgeting requirements

Business proposals and business plans

LO4 Apply the guiding principles for achieving sustainable tourism for a chosen resort

Sustainability:

Key principles of sustainable management

Destination competitiveness and sustainability

The challenges of resort management versus sustainability

Managing and maintaining brand value, image and customer expectations

Environmental policy, audits and initiatives

Corporate social responsibility and ethical considerations

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine the different features of common resorts and the potential issues of managing them		
P1 Explore the different types of resorts, their key features and potential issues and challenges of managing them **P2** Discuss the differences in operational requirements of specialist areas and the potential issues managing the different specialist areas for a range of resorts	**M1** Evaluate different operational requirements for a range of resorts and their management strategies to minimise issues and challenges	**D1** Critically evaluate the potential issues and challenges of managing a range of specialist resorts, recommending the steps and the solutions required to minimise risks
LO2 Evaluate the different types of resorts and the packages available		**D2** Justify a range of resort packages and the tactics applied to achieve overall sales objectives to maximise profitability
P3 Assess different types of resort packages and how they fulfil overall sales objectives, providing specific examples	**M2** Critically evaluate the overall business implications of developing and running a range of resort packages	
LO3 Analyse the consumer needs in a specific location and create a resort package that focuses on these needs		
P4 Conduct market research into a specific resort location and determine the needs of a chosen target market **P5** Propose a business plan for a resort package based on the findings of market research and findings	**M3** Critically analyse the needs of customers and create a resort package to maximise business and profitability	**D3** Justify decisions made in planning and proposing a resort package, analysing unique selling points of the proposed package against competitors
LO4 Apply the guiding principles for achieving sustainable tourism for a chosen hotel resort		
P6 Investigate the different sustainable approaches, practices and initiatives implemented by a chosen resort hotel	**M4** Evaluate how sustainable approaches, practices and initiatives for a chosen resort enhance brand value, image and business performance	**D4** Critically evaluate the sustainable approaches, practices and initiatives for a chosen resort in achieving overall business success

Recommended resources

Textbooks

ARGAWAL, S. and SHAW, G. (2007) *Managing Coastal Tourism Resorts, A Global Perspective.* Bristol: Multilingual Matters.

CABRAL, O. (2017) *Resorts: Management and Operation*. Valley Cottage: Scitus Academics.

CHRISTIE MILL, R. (2012) *Resorts: Management and Operations.* 3rd ed. Chichester: John Wiley and Sons.

MURPHY, P. (2011) *The Business of Resort Managements*. Oxford: Routledge.

WALKER, J. (2015) *Exploring the Hospitality Industry*. 3rd ed. Hoboken, New Jersey: Pearson.

Websites

www.greenhotelier.org	Green Hotelier
	Sustainable news, articles
	(General Reference)
www.gstc.org	Global Sustainable Tourism Council
	Industry criteria
	(General Reference)
www.hotelmanagement.net	Hotel Management
	(General Reference)
www.unwto.org	World Tourism Organisation
	Sustainability
	(Research)

Links

This unit links to the following related units:

Unit 13: Global Tourism Destinations

Unit 32: Sustainable and Responsible Tourism Management

Unit 33: Global Sustainable Tourism Development

Unit 36: Dynamic Products and Packaging

Unit 40: Special Interest Tourism

Recommended Resources

Textbooks

DeMARR, B. and De JANASZ, S. (2014) *Negotiation and Dispute Resolution*. New International Ed. Harlow: Pearson.

FALCAO, H. (2010) *Value Negotiation: How to finally get the win-win right.* Harlow: Pearson.

FISHER, R. (2012) *Getting to Yes: Negotiating an agreement without giving in.* London: Random House Publishing.

KLAFF, O. (2011) *Pitch Anything: An Innovative Method for Presenting, Persuading, and Winning the Deal.* New York: McGraw-Hill.

Links

This unit links to the following related units:

Unit 48: Launching a New Venture

Unit 49: Managing and Running a Small Business

Unit 47: 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 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 e.g. 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 e.g. 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: Kotter's 8-Step Change model, 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 on 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
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 Travel and Tourism Business Toolkit

Unit 17: Human Resource Management

Unit 44: Organisational Behaviour

Unit 49: Managing and Running a Small Business