Course Handbook

HND in International Travel and Tourism (RQF)
## Unit Details

<table>
<thead>
<tr>
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### 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)

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<tr>
<th>Semester Three</th>
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<tr>
<td>**Unit 20 Tourism Consumer Behaviour and Insight (L5) *</td>
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* 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

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- 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)

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<td>Unit 19 Research Project (Pearson-set) (L5) Part 1: Proposal, LR and Methodology*</td>
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Unit Description and Syllabus
Unit 1: The Contemporary Travel and Tourism Industry

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<th>Unit code</th>
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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
<table>
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<th>Learning Outcomes and AssessmentCriteria</th>
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<tr>
<td><strong>Pass</strong></td>
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<tr>
<td><strong>LO1</strong> Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience</td>
</tr>
<tr>
<td><strong>P1</strong> Discuss key milestones in the development of the travel and tourism industry and how they have shaped the travel and tourism industry</td>
</tr>
<tr>
<td><strong>P2</strong> Identify the different elements of the travel and tourism industry and explore how they interrelate to create the tourist experience</td>
</tr>
<tr>
<td><strong>LO2</strong> Explain the factors driving tourist behaviour</td>
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<tr>
<td><strong>P3</strong> Determine the different factors that affect tourism behaviour</td>
</tr>
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<td><strong>P4</strong> Explain models of motivation and how they influence the consumer decision-making process</td>
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<td><strong>LO3</strong> Determine current patterns and key trends in travel and tourism</td>
</tr>
<tr>
<td><strong>P5</strong> Identify recent and emerging patterns and trends in the international travel and tourism industry</td>
</tr>
<tr>
<td><strong>LO4</strong> Investigate the factors affecting the current levels of popularity of different global destinations</td>
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<tr>
<td><strong>P6</strong> Examine the factors affecting the popularity of a range of global destinations</td>
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<tr>
<td><strong>Merit</strong></td>
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<tr>
<td><strong>M1</strong> 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</td>
</tr>
<tr>
<td><strong>M2</strong> Assess the factors underpinning tourist behaviour and evaluate their impact on the decision-making process</td>
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<td><strong>M3</strong> Analyse recent patterns in international travel and tourism and highlight their significance to the development of the global travel and tourism industry</td>
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<td><strong>LO2</strong> LO3 LO4</td>
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<tr>
<td><strong>D2</strong> Critically evaluate the link between the key drivers of tourist behaviour and the popularity of different tourism destinations and experiences</td>
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<td><strong>D1</strong> 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</td>
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<td><strong>D1</strong> 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</td>
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Recommended resources

Textbooks

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

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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
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<th>Learning Outcomes and Assessment Criteria</th>
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<tbody>
<tr>
<td><strong>Pass</strong></td>
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<tr>
<td><strong>LO1 Explain the needs and expectations of market segments for the service industry</strong></td>
</tr>
<tr>
<td><strong>P2 Explore the different factors that drive and influence customer engagement of different target customer groups within a service sector organisation</strong></td>
</tr>
<tr>
<td><strong>LO2 Explore the customer experience map to create business opportunities and optimise customer touch points</strong></td>
</tr>
<tr>
<td><strong>P4 Discuss how the customer touch points throughout the customer experience create business opportunities for a selected service sector organisation</strong></td>
</tr>
<tr>
<td><strong>LO3 Investigate the impacts of digital technology in customer relationship management</strong></td>
</tr>
<tr>
<td><strong>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</strong></td>
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<tr>
<td><strong>LO4</strong> Apply effective customer experience management within a service sector business to maximise customer engagement</td>
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</table>

**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


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)

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

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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
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<tr>
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<tr>
<td><strong>LO1</strong> Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities</td>
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<tr>
<td>P1 Examine the key benefits of ongoing professional development for different stakeholders within a specific organisation</td>
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<tr>
<td>P2 Investigate professional employer expectations of skills and competences within a specific organisational context</td>
</tr>
<tr>
<td><strong>LO2</strong> Assess own skills, competences and the different learning and development approaches</td>
</tr>
<tr>
<td>P3 Assess own abilities, skills and competences for a specific job role</td>
</tr>
<tr>
<td>P4 Review a range of learning theories and approaches used for personal and professional development processes</td>
</tr>
<tr>
<td><strong>LO3</strong> Design a professional development plan, within a specific work context</td>
</tr>
<tr>
<td>P5 Construct a development plan to enhance chosen skills and competencies within a specific work context</td>
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<td><strong>LO4</strong> Demonstrate a range of service industry and transferable skills for a job application</td>
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<tr>
<td>P6 Undertake a job interview for a suitable service industry role</td>
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<tr>
<td>P7 Review key strengths and weaknesses of an applied interview process</td>
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</table>
Recommended resources

Textbooks

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

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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

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<tr>
<th>Pass</th>
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<tr>
<td><strong>LO1</strong> Examine the key principles of revenue management for the travel and tourism industry</td>
<td><strong>P1</strong> Discuss the rationale and principles of revenue management for the travel and tourism industry</td>
<td><strong>M1</strong> Analyse the impact of differentiated pricing strategies on revenue management in a specific sector of the travel and tourism industry</td>
</tr>
<tr>
<td><strong>P2</strong> Investigate how a specific sector of the travel and tourism industry applies revenue management tools to generate and maximise profit</td>
<td><strong>D1</strong> Critically analyse the principles of revenue management and its application in a specific sector of the travel and tourism industry</td>
<td></td>
</tr>
<tr>
<td><strong>LO2</strong> Assess how to manage the Human Resources life cycle within the context of an HR strategy</td>
<td><strong>P3</strong> 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</td>
<td><strong>M2</strong> Evaluate the importance of the HR life cycle in relation to strategic talent management and overcoming issues of staff retention</td>
</tr>
<tr>
<td><strong>P4</strong> 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</td>
<td><strong>D2</strong> Make valid judgements and recommendations on how HR processes and documents can be improved for effective talent planning throughout the HR life cycle</td>
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<tr>
<td><strong>LO3</strong> Illustrate the potential impact of the legal and ethical considerations on a travel and tourism business</td>
<td><strong>P5</strong> Explore specific legislation that organisations in the travel and tourism industry have to adhere to, <strong>M3</strong> Using specific examples, examine the potential implications of regulations, legislation and standards on decision-making in the travel and tourism industry</td>
<td><strong>D3</strong> Critically reflect on the potential impacts of regulations, legislation and ethical principles on decision-making in the travel and tourism industry</td>
</tr>
<tr>
<td><strong>P6</strong> Using specific examples, illustrate how company, employment and contract law has a potential impact on business decision-making in the travel and tourism industry</td>
<td><strong>P7</strong> Explore the different types of financial statements and reporting mechanisms for organisations within the travel and tourism industry, <strong>M4</strong> Interpret financial statements and reports for organisations within the travel and tourism industry</td>
<td><strong>D4</strong> Evaluate business performance based on financial statements reports for organisations within the travel and tourism industry</td>
</tr>
<tr>
<td><strong>LO4</strong> Explain how to manage budgets and maintain statistical and financial records</td>
<td><strong>P8</strong> Explain the importance and value of budgets for controlling business performance and identifying variances</td>
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</table>
**Recommended resources**

**Textbooks**


**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

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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, decentralised, 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

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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

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<tbody>
<tr>
<td><strong>LO1</strong> Review classical management theories and leadership styles</td>
<td><strong>M1</strong> Analyse management and leadership styles in a specific service sector organisation in relation to organisational structure and culture</td>
<td><strong>D1</strong> Evaluate a specific service sector organisation's current management and leadership styles making links to theorists and providing evidence of organisational practice</td>
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<tr>
<td><strong>P1</strong> Assess different classical management theories and apply these in a service industry context</td>
<td><strong>P2</strong> Explain the role of the leader and different leadership styles in a service sector industry context</td>
<td><strong>P3</strong> Review the management and leadership styles in a specific service sector organisation</td>
</tr>
<tr>
<td><strong>P4</strong> Investigate the internal and external factors that influence management styles and structures in a selected service industry organisation</td>
<td><strong>M2</strong> Analyse the internal and external factors that influence management styles and structures in a selected service industry organisation, identifying strengths and weaknesses</td>
<td><strong>D2</strong> Critically analyse how specific management styles have been influenced and changed by internal and external factors in a selected service industry organisation</td>
</tr>
<tr>
<td><strong>LO2</strong> Explore the factors that influence different management styles and structures in a service industry context</td>
<td><strong>LO3</strong> Assess current and future management and leadership skills for the service sector</td>
<td><strong>LO3 LO4</strong></td>
</tr>
<tr>
<td><strong>P5</strong> Asses current management and leadership ‘hard’ and ‘soft’ skills, providing evidence from specific service sector examples</td>
<td><strong>M3</strong> Evaluate current and future management and leadership skills that are crucial for the service sector</td>
<td><strong>D3</strong> Critically evaluate how, in response to change, management and leadership skills in the service sector have developed</td>
</tr>
<tr>
<td><strong>P6</strong> Discuss future management and leadership skills required by the service sector and how these can be achieved</td>
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<tr>
<td><strong>LO4</strong> Demonstrate management and leadership skills in a service industry context</td>
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<tr>
<td><strong>P7</strong> Compare and contrast different service industry organisations’ change management systems and leadership in implementing change</td>
<td><strong>M4</strong> Analyse how change management affects management and leadership skills and styles</td>
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</tr>
</tbody>
</table>
Recommended resources

Textbooks


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

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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

<table>
<thead>
<tr>
<th>Pass</th>
<th>Merit</th>
<th>Distinction</th>
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</thead>
<tbody>
<tr>
<td><strong>LO1</strong></td>
<td><strong>P1</strong> Examine the different categories and dimensions of events within the events sector**</td>
<td><strong>M1</strong> Analyse current event trends to explain how events are adapting to stay innovative, using specific examples for different categories of events**</td>
</tr>
<tr>
<td></td>
<td><strong>P2</strong> Using specific examples of different categories of events discuss the features and current trends influencing the events sector**</td>
<td><strong>D1</strong> Critique the development of the events sector providing specific examples from a range of different categories of events</td>
</tr>
<tr>
<td><strong>LO2</strong></td>
<td><strong>P3</strong> Design an event layout to correctly set up a conference or event room to meet specific client brief requirements**</td>
<td><strong>D2</strong> Justify choices made for the design and layout to set up a conference or event correctly and exceed specific client expectations and needs</td>
</tr>
<tr>
<td></td>
<td><strong>P4</strong> 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**</td>
<td><strong>M2</strong> Evaluate the quality of the design and layout in meeting client expectations and needs</td>
</tr>
<tr>
<td><strong>LO3</strong></td>
<td><strong>P5</strong> Explore the different management roles within the event industry, with reference to current job opportunities in the sector**</td>
<td><strong>M3</strong> Evaluate the impact of management skills on creating a successful event to meet stakeholders’ needs and expectations**</td>
</tr>
<tr>
<td></td>
<td><strong>P6</strong> Review the management skills and personal attributes required to work within the events industry and meet stakeholder needs and expectations**</td>
<td><strong>D3</strong> Critically evaluate the management skills required in the event industry, making and justifying recommendations to meet stakeholder requirements**</td>
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<tr>
<td>Pass</td>
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<tr>
<td><strong>LO4</strong> Explain the measures required to manage a secure and safe events environment for staff and guests</td>
<td><strong>D4</strong> 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</td>
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</tr>
<tr>
<td><strong>P7</strong> 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</td>
<td><strong>M4</strong> Compare and contrast the security and safety provision for specific events examples</td>
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</tbody>
</table>
Recommended resources

Textbooks


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


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

<table>
<thead>
<tr>
<th>Unit code</th>
<th>L/616/2016</th>
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<tbody>
<tr>
<td>Unit level</td>
<td>4</td>
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<tr>
<td>Credit value</td>
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</table>

**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

<table>
<thead>
<tr>
<th>Pass</th>
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<tbody>
<tr>
<td><strong>LO1</strong> Examine the scale and nature of global tourism</td>
<td><strong>M1</strong> Analyse how the scale and nature of tourism on a global level has been influenced by the emerging economies</td>
<td><strong>D1</strong> Critically evaluate the impact of both key and emerging markets, and significant factors affecting global tourism</td>
</tr>
<tr>
<td><strong>P1</strong> Interpret statistics to accurately present an overview of the nature and trends of tourism on a global scale</td>
<td><strong>P2</strong> Investigate the characteristics of key tourist-generating and receiving areas of the world</td>
<td><strong>LO1 LO2</strong></td>
</tr>
<tr>
<td><strong>P3</strong> Determine specific reasons for the growth of key global tourism-generating and receiving areas of the world</td>
<td><strong>P4</strong> 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</td>
<td><strong>M2</strong> Evaluate and compare the importance of different factors affecting and driving tourism statistical trends in a range of different global regions</td>
</tr>
<tr>
<td><strong>LO2</strong> Assess the growth and characteristics of key emerging markets and destination regions</td>
<td><strong>M3</strong> Evaluate the significance of key organisations in the growth and development of global tourism</td>
<td><strong>LO3 LO4</strong></td>
</tr>
<tr>
<td><strong>P5</strong> Investigate the role and responsibilities of key international organisations in the development of global tourism</td>
<td><strong>LO3</strong> Explore the roles of key organisations in the development of global tourism</td>
<td><strong>D2</strong> Make justified recommendations for Government and other international organisations for managing future tourism development in response to threats, issues and challenges</td>
</tr>
<tr>
<td><strong>LO4</strong> Appraise threats, issues and challenges to the future development of global tourism</td>
<td><strong>M4</strong> Analyse the implications of significant threats, issues and challenges to global tourism</td>
<td><strong>LO4</strong> Appraise threats, issues and challenges to the future development of global tourism</td>
</tr>
<tr>
<td><strong>P6</strong> Review the significance of various threats, issues and challenges to the future development of global tourism</td>
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</tbody>
</table>
Recommended resources

Textbooks

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


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

<table>
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**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

<table>
<thead>
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<tbody>
<tr>
<td><strong>LO1</strong></td>
<td>Explain the role of marketing and how it interrelates with other functional areas of a travel and tourism organisation</td>
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</tr>
<tr>
<td><strong>P1</strong></td>
<td>Explain the key roles and responsibilities of the marketing function</td>
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<tr>
<td><strong>P2</strong></td>
<td>Explain how roles and responsibilities of marketing relate to the wider organisational context of a travel and tourism organisation</td>
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</tr>
<tr>
<td><strong>M1</strong></td>
<td>Analyse the roles and responsibilities of marketing in the context of the marketing environment</td>
<td></td>
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</tr>
<tr>
<td><strong>M2</strong></td>
<td>Analyse the significance of interrelationships between marketing and other functional units of a travel and tourism organisation</td>
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</tr>
<tr>
<td><strong>D1</strong></td>
<td>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</td>
<td></td>
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</tr>
<tr>
<td><strong>LO2</strong></td>
<td>Compare ways in which travel and tourism organisations use elements of the marketing mix (7Ps) to achieve overall business objectives</td>
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<tr>
<td><strong>P3</strong></td>
<td>Compare the ways in which different organisations apply the marketing mix to the marketing planning process to achieve business objectives</td>
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<tr>
<td><strong>M3</strong></td>
<td>Evaluate different tactics applied by organisations to demonstrate how business objectives can be achieved</td>
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<tr>
<td><strong>D2</strong></td>
<td>Design a strategic marketing plan that tactically applies the use of the 7Ps to achieve overall marketing objectives for a travel and tourism organisation</td>
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<tr>
<td><strong>LO3</strong></td>
<td>Develop a basic marketing plan to meet marketing objectives for a travel and tourism organisation</td>
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<tr>
<td><strong>P4</strong></td>
<td>Produce a basic marketing plan for a travel and tourism organisation to meet marketing objectives</td>
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<tr>
<td><strong>M4</strong></td>
<td>Produce a detailed, coherent evidence-based marketing plan that applies the marketing mix to meet marketing objectives for a travel and tourism organisation</td>
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</tbody>
</table>
Recommended Resources

Textbooks


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

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

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<td>Unit type</td>
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<td>Unit level</td>
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</table>

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 methodical 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

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

Textbooks

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

<table>
<thead>
<tr>
<th>Unit code</th>
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<tbody>
<tr>
<td>Unit type</td>
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<tr>
<td>Unit level</td>
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</table>

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
<table>
<thead>
<tr>
<th>Learning Outcomes and Assessment Criteria</th>
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</thead>
<tbody>
<tr>
<td><strong>Pass</strong></td>
</tr>
<tr>
<td><strong>LO1</strong> Examine the factors that influence tourism consumer behaviour and attitudes</td>
</tr>
<tr>
<td><strong>P2</strong> Explore how consumer trends are changing due to the impact of digital technology</td>
</tr>
<tr>
<td><strong>LO2</strong> Demonstrate the ability to map a path to purchase in a tourism context, including the decision-making process</td>
</tr>
<tr>
<td><strong>P4</strong> Explore why it is important for marketers to map a path to purchase and understand consumer decision-making in the tourism sector</td>
</tr>
<tr>
<td><strong>LO3</strong> Evaluate appropriate forms of research to understand influences on the tourism consumer decision-making process</td>
</tr>
<tr>
<td><strong>P6</strong> Evaluate the different approaches to market research and methods of research used for understanding the decision-making process</td>
</tr>
<tr>
<td>Pass</td>
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</tr>
<tr>
<td><strong>LO4</strong> Evaluate how marketers influence the different stages of the tourism consumer decision-making process</td>
</tr>
<tr>
<td><strong>P7</strong> Evaluate how marketers can influence the different stages of the tourism decision-making process, giving specific tourism examples</td>
</tr>
</tbody>
</table>
Recommended Resources

Textbooks


Links
This unit links to the following related units:

*Unit 2: Managing the Customer Experience*

*Unit 50: Customer Value Management*
Recommended resources

Textbooks

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

<table>
<thead>
<tr>
<th>Unit code</th>
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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

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<tr>
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<tbody>
<tr>
<td><strong>LO1</strong> Assess how marketing principles can be applied to support destination growth and development</td>
<td><strong>P1</strong> Evaluate how principles of marketing planning support the marketing of a destination, using specific destination examples</td>
<td><strong>D1</strong> Critically evaluate the importance of applying principles of marketing planning for destinations to achieve strategic objectives</td>
</tr>
<tr>
<td><strong>LO2</strong> Analyse the key elements of a destination marketing campaign</td>
<td><strong>M1</strong> Critically evaluate the effectiveness of applying principles of marketing planning to market a destination, using specific destination examples</td>
<td><strong>D2</strong> 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</td>
</tr>
<tr>
<td><strong>LO3</strong> Evaluate the role of digital marketing in promoting a destination</td>
<td><strong>P2</strong> Analyse the key elements of a range of destination marketing campaign examples to analyse how successfully campaign objectives were met</td>
<td><strong>D3</strong> Make valid and justified recommendations for improving digital marketing</td>
</tr>
<tr>
<td><strong>LO4</strong> Assess the role of Destination Marketing Organisations (DMOs) and the challenges they face</td>
<td><strong>M2</strong> 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</td>
<td><strong>D4</strong> Make recommendations and solutions for overcoming challenges faced by DMOs for successfully meeting destination marketing objectives</td>
</tr>
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</table>

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.

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.

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.

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.

D3 Make valid and justified recommendations for improving digital marketing.

P4 Examine the role and services of DMOs in marketing a destination.

M4 Critically analyse the challenges faced by DMOs in successfully meeting destination marketing objectives, using a range of examples.

D4 Make recommendations and solutions for overcoming challenges faced by DMOs for successfully meeting destination marketing objectives.

P5 Assess the challenges faced by DMOs in marketing destinations, using a range of examples.
Recommended resources

Textbooks


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


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

<table>
<thead>
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<th>Unit code</th>
<th>A/616/2027</th>
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<tbody>
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<td>Unit level</td>
<td>5</td>
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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

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<tr>
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<tbody>
<tr>
<td><strong>LO1</strong> Compare and contrast corporate and leisure events</td>
<td><strong>M1</strong> Evaluate the key differences between the content, planning and promotion of corporate and leisure events</td>
<td><strong>D1</strong> Critically evaluate the differences between corporate and leisure events and give justifiable reasons for differences in the planning and promotion of these events</td>
</tr>
<tr>
<td><strong>P1</strong> Determine a range of different corporate focussed events</td>
<td><strong>P2</strong> Compare and contrast the differences between corporate and leisure focussed events</td>
<td><strong>M2</strong> Evaluate the differences between corporate and leisure focussed events and give justifiable reasons for differences in the planning and promotion of these events</td>
</tr>
<tr>
<td><strong>LO2</strong> Evaluate how different types of corporate events help companies reach their business goals</td>
<td><strong>P3</strong> Review a range of different types of corporate events and assess how they meet different strategic focus and goals</td>
<td><strong>M3</strong> Critically evaluate the success of different types of corporate events in achieving strategic business objectives and goals</td>
</tr>
<tr>
<td><strong>P4</strong> Assess different criteria to identify the potential audience for a new corporate event</td>
<td><strong>P5</strong> Examine the key elements of a basic feasibility study for a corporate event</td>
<td><strong>D2</strong> Provide recommendations and alternative solutions for delivering a range of different types of corporate events to optimise strategic focus and success rates</td>
</tr>
<tr>
<td><strong>LO3</strong> Assess the importance of a feasibility study for a proposed corporate event</td>
<td><strong>M4</strong> Evaluate the importance of a feasibility study in identifying and quantifying the risks associated with delivering a new corporate event</td>
<td><strong>D3</strong> 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</td>
</tr>
<tr>
<td><strong>P6</strong> Devise a plan for a corporate event, applying key planning and promotional principles</td>
<td><strong>P7</strong> Evaluate the process taken for the planning and promotion of a corporate event</td>
<td><strong>M4</strong> Develop a detailed plan for a corporate event, critically evaluating a range of strategic options and justifying the final choice</td>
</tr>
<tr>
<td><strong>LO4</strong> Evaluate the process of planning and promoting a corporate event</td>
<td></td>
<td><strong>D4</strong> 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</td>
</tr>
</tbody>
</table>
Recommended resources

Textbooks


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

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

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<tr>
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<tbody>
<tr>
<td><strong>LO1</strong> Determine the main features of sustainable and responsible tourism</td>
<td><strong>M1</strong> Analyse the concepts and meanings of sustainable and responsible tourism according to leading global organisations</td>
<td><strong>D1</strong> Critically analyse the relevance and application of the concepts and meaning of sustainable and responsible tourism according to leading global organisations</td>
</tr>
<tr>
<td><strong>P1</strong> Explain how the concept of sustainable and responsible tourism has evolved</td>
<td><strong>P2</strong> Determine the role, function and mission of leading global organisations involved in the promotion of sustainable and responsible tourism</td>
<td></td>
</tr>
<tr>
<td><strong>LO2</strong> Evaluate the importance of tourism development planning for sustainability</td>
<td><strong>M2</strong> Critically evaluate different approaches to tourism development and planning for successfully achieving sustainable objectives</td>
<td><strong>D2</strong> Critically evaluate different approaches to tourism development and planning to identify and justify the rationale for measuring and monitoring sustainable performance</td>
</tr>
<tr>
<td><strong>P3</strong> Explore the purpose and principles of tourism development and planning to minimise the adverse effects of tourism</td>
<td><strong>P4</strong> Evaluate the process of tourism development and planning, and the associated challenges and problems, providing specific tourism examples</td>
<td></td>
</tr>
<tr>
<td><strong>LO3</strong> Apply principles of sustainable and responsible tourism management to a chosen case study</td>
<td><strong>M3</strong> Analyse the contribution made by various stakeholders in developing sustainable tourism practices to minimise the adverse impacts of a specific tourism business/attraction</td>
<td><strong>D3</strong> Critically analyse the value and importance of stakeholder engagement and partnerships in minimising adverse impacts to meet overall sustainable objectives</td>
</tr>
<tr>
<td><strong>P5</strong> Investigate the impacts of tourism activity generated by a specific tourism attraction from an economic, social, cultural and environmental perspective</td>
<td><strong>P6</strong> Examine how principles of sustainability implemented by a specific tourism business/attraction meet stakeholder requirements and expectations</td>
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<tr>
<td><strong>LO4</strong> Evaluate how sustainable and responsible tourism management has evolved in a variety of destinations worldwide</td>
<td><strong>D4</strong> Make justified recommendations and solutions for improving sustainable management and development for a range of tourist destinations worldwide</td>
<td></td>
</tr>
<tr>
<td><strong>P7</strong> Evaluate how sustainability is being developed and managed in a range of tourist destinations worldwide</td>
<td><strong>M4</strong> Critically evaluate the success or failure of sustainable management applied in a range of tourist destinations worldwide</td>
<td></td>
</tr>
</tbody>
</table>
Recommended Resources

Textbooks


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


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

Textbooks


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

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

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<th>Unit code</th>
<th>F/508/0533</th>
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<tr>
<td>Unit level</td>
<td>5</td>
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<td>Credit value</td>
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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

<table>
<thead>
<tr>
<th>Pass</th>
<th>Merit</th>
<th>Distinction</th>
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<tbody>
<tr>
<td><strong>LO1</strong> Analyse key external and contextual developments which influence HR strategy</td>
<td><strong>M1</strong> Critically analyse the influences of the external and contextual developments and discuss how this impacts on the HR strategy of an organisation</td>
<td><strong>D1</strong> Critically evaluate the influences of key external and contextual developments, applying relevant theories, models and concepts</td>
</tr>
<tr>
<td><strong>P1</strong> Determine key current trends and developments that influence an organisation’s HR strategy</td>
<td><strong>P2</strong> Analyse how both external and internal factors influence HR strategy and practice</td>
<td><strong>M2</strong> Explain how human resources theory relates to practice in a specific organisational example, identifying areas where this will differ in other organisational situations</td>
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<tr>
<td><strong>LO2</strong> Apply contemporary theoretical and practical knowledge of HR development</td>
<td><strong>M3</strong> Provide valid justifications for the application of chosen change management strategies, models and concepts, and demonstrate how they effectively support HR strategy</td>
<td><strong>D2</strong> Evaluate how human resource theory relates to practice in a specific organisational example, comparing and contrasting this with other possible organisational contexts</td>
</tr>
<tr>
<td><strong>LO3</strong> Evaluate how appropriate change management models support HR strategy</td>
<td><strong>P4</strong> Evaluate how appropriate change management models support HR strategy in application to relevant organisational examples</td>
<td><strong>M4</strong> 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</td>
</tr>
<tr>
<td><strong>LO4</strong> Evaluate the contribution of HR management and development to sustainable business performance and growth</td>
<td><strong>P5</strong> Explain how HR outcomes can be monitored and measured, and apply this to a specific organisational situation</td>
<td><strong>D3</strong> Critique how change management strategies, models and concepts could be implemented together, with reference to consequential benefits and potential drawbacks for an organisation</td>
</tr>
<tr>
<td><strong>P6</strong> Discuss and evaluate how effective HR management and development can support sustainable performance and growth to meet organisational objectives</td>
<td><strong>M4</strong> 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</td>
<td><strong>D4</strong> Critically reflect on how HR monitoring and evaluating techniques contribute to sustainable performance and growth, addressing potential consequences of their implementation</td>
</tr>
</tbody>
</table>
Recommended Resources

Textbooks

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