



# **Unit Descriptors for the Pearson BTEC Higher Nationals in Hospitality Management**

**Issue 1**

For use with:

Pearson BTEC Higher National Certificate and Diploma in Hospitality Management

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# 1.0 Introduction

The unit descriptors included in this document are for use with the following qualifications:

- Pearson BTEC Level 4 Higher National Certificate in Hospitality Management:  
**610/4610/3**
- Pearson BTEC Level 5 Higher National Diploma in Hospitality Management:  
**610/4611/5**

## 1.1 Qualifications indicated 'for England'

Qualifications that are indicated as 'for England' are designed to align to the requirements of specific occupational standards that meet Institute for Apprenticeships and Technical Education (IfATE) current occupation criteria. Meeting the requirements of the occupational standards relates to:

- qualifications that are 'quality marked' as Higher Technical Qualifications (HTQs)
- the knowledge, skills and behaviours for identified occupations that are associated with relevant occupational standards.

## 1.2 Qualifications not indicated 'for England'

Qualifications that are **not** indicated as 'for England' can be delivered at any centre, in the UK or overseas. These qualifications are not 'quality marked' as HTQs by IfATE.

## 2.0 Programme structures

Programme structures define the unit combinations required for a given qualification. These are defined in *Section 6.0 Programme structures* within the relevant programme specification for the qualification.

## 2.1 Pearson BTEC Level 4 Higher National Certificate in Hospitality Management

Pearson BTEC Level 4 Higher National Certificate in Hospitality Management			
Unit type	Unit	Credits	Level
Core <i>Mandatory</i>	Unit 1 The Contemporary Hospitality Industry	15	4
Core <i>Mandatory</i>	Unit 2 Managing the Customer Experience	15	4
Core <i>Mandatory</i>	Unit 3 Sustainable Hospitality Practice	15	4
Core <i>Mandatory</i>	Unit 4 The Hospitality Business Toolkit	15	4
Core <i>Mandatory</i>	Unit 5 Leadership and Management for Hospitality	15	4
<b>Plus 45 credits selected from the optional unit bank below:</b>			

Level 4 optional units			
Optional unit	Unit 6 Managing Food and Beverage Operations	15	4
Optional unit	Unit 7 Managing Accommodation Services	15	4
Optional unit	Unit 8 Managing Conference and Events	15	4
Optional unit	Unit 9 Managing Food Production	15	4
Optional unit	Unit 10 International Gastronomy	15	4
Optional unit	Unit 11 Managing Front Office Operations	15	4
Optional unit	Unit 12 Creative Patisserie and Artisan Bakery	15	4
Optional unit	Unit 13 Work Experience	15	4
Optional unit	Unit 14 Accounting Principles	15	4
Optional unit	Unit 15 Marketing Processes and Planning	15	4
Optional unit	Unit 16 Entrepreneurial Ventures	15	4
Optional unit	Unit 17 Professional Identity and Practice	15	4

Table 1: Structure for Higher National Certificate Level 4

## 2.2 Pearson BTEC Level 5 Higher National Diploma in Hospitality Management

Level 4 units			
Unit type	Unit	Credits	Level
Core <i>Mandatory</i>	Unit 1 The Contemporary Hospitality Industry	15	4
Core <i>Mandatory</i>	Unit 2 Managing the Customer Experience	15	4
Core <i>Mandatory</i>	Unit 3 Sustainable Hospitality Practice	15	4
Core <i>Mandatory</i>	Unit 4 The Hospitality Business Toolkit	15	4
Core <i>Mandatory</i>	Unit 5 Leadership and Management for Hospitality (Pearson-set)	15	4

Plus 45 credits from **three** Level 4 units selected from those listed in the Level 4 optional unit bank below.

Level 5 units			
Unit type	Unit	Credits	Level
Core <i>Mandatory</i>	Unit 18 Research Project (Pearson-set)	30	5
Core <i>Mandatory</i>	Unit 19 Hospitality Interpersonal Skills	15	5

Plus 75 credits from **five** Level 5 units selected from those listed in the Level 5 optional table below

\*Please note that Unit 29 Managing and Planning an Event is 30 credits.

Level 4 optional units			
Optional unit	Unit 6 Managing Food and Beverage Operations	15	4
Optional unit	Unit 7 Managing Accommodation Services	15	4
Optional unit	Unit 8 Managing Conference and Events	15	4
Optional unit	Unit 9 Managing Food Production	15	4
Optional unit	Unit 10 International Gastronomy	15	4
Optional unit	Unit 11 Managing Front Office Operations	15	4
Optional unit	Unit 12 Creative Patisserie and Artisan Bakery	15	4
Optional unit	Unit 13 Work Experience	15	4
Optional unit	Unit 14 Accounting Principles	15	4
Optional unit	Unit 15 Marketing Processes and Planning	15	4
Optional unit	Unit 16 Entrepreneurial Ventures	15	4
Optional unit	Unit 17 Professional Identity and Practice	15	4

Level 5 optional units			
Optional unit	Unit 20 Hospitality Consumer Behaviour and Insights	15	5
Optional unit	Unit 21 Hospitality Procurement and Supply Chain Management	15	5
Optional unit	Unit 22 Menu Development, Planning and Design	15	5
Optional unit	Unit 23 Creative Kitchen Management	15	5
Optional unit	Unit 24 Food Innovation	15	5
Optional unit	Unit 25 Barista to Bar Management	15	5
Optional unit	Unit 26 Food Service Management	15	5
Optional unit	Unit 27 Revenue Management	15	5
Optional unit	Unit 28 Front Office Operations Management	15	5
Optional unit	Unit 29 Managing and Planning an Event	30	5
Optional unit	Unit 30 Global Events	15	5
Optional unit	Unit 31 Digital Marketing	15	5

Level 5 optional units			
Optional unit	Unit 32 Integrated Marketing Communications	15	5
Optional unit	Unit 33 Diet and Nutrition	15	5
Optional unit	Unit 34 Facilities Management	15	5
Optional unit	Unit 35 Tourist Resort Management	15	5
Optional unit	Unit 36 Business Strategy	15	5
Optional unit	Unit 37 Organisational Behaviour Management	15	5
Optional unit	Unit 38 Strategic Human Resource Management	15	5
Optional unit	Unit 39 Launching a New Venture	15	5
Optional unit	Unit 40 Managing and Running a Small Business	15	5

*Table 2: Structure for Higher National Diploma Level 5*

## 2.3 Pearson BTEC Level 5 Higher National Diploma in Hospitality Management (Culinary Arts Management)

Level 4 units			
Unit type	Unit	Credits	Level
Core <i>Mandatory</i>	Unit 1 The Contemporary Hospitality Industry	15	4
Core <i>Mandatory</i>	Unit 2 Managing the Customer Experience	15	4
Core <i>Mandatory</i>	Unit 3 Sustainable Hospitality Practice	15	4
Core <i>Mandatory</i>	Unit 4 The Hospitality Business Toolkit	15	4
Core <i>Mandatory</i>	Unit 5 Leadership and Management for Hospitality (Pearson-set)	15	4
Plus 45 credits selected from <b>three</b> Level 4 units selected from those listed in the Level 4 optional unit bank below.			

Level 5 units			
Unit type	Unit	Credits	Level
Core <i>Mandatory</i>	Unit 18 Research Project (Pearson-set)	30	5
Core <i>Mandatory</i>	Unit 19 Hospitality Interpersonal Skills	15	5
Specialist unit <i>Mandatory</i>	Unit 21 Hospitality Procurement and Supply Chain Management	15	5
Specialist unit <i>Mandatory</i>	Unit 22 Menu Development, Planning and Design	15	5
Specialist unit <i>Mandatory</i>	Unit 23 Creative Kitchen Management	15	5
Specialist unit <i>Mandatory</i>	Unit 24 Food Innovation	15	5
Plus 15 credits selected from <b>one</b> Level 5 unit selected from those listed in the Level 5 optional unit bank below.			
*Please note that Unit 29 Managing and Planning an Event is 30 credits.			

Level 4 optional units			
Optional unit	Unit 6 Managing Food and Beverage Operations	15	4
Optional unit	Unit 7 Managing Accommodation Services	15	4
Optional unit	Unit 8 Managing Conference and Events	15	4
Optional unit	Unit 9 Managing Food Production	15	4
Optional unit	Unit 10 International Gastronomy	15	4
Optional unit	Unit 11 Managing Front Office Operations	15	4
Optional unit	Unit 12 Creative Patisserie and Artisan Bakery	15	4
Optional unit	Unit 13 Work Experience	15	4
Optional unit	Unit 14 Accounting Principles	15	4
Optional unit	Unit 15 Marketing Processes and Planning	15	4
Optional unit	Unit 16 Entrepreneurial Ventures	15	4
Optional unit	Unit 17 Professional Identity and Practice	15	4

Level 5 optional units			
Optional unit	Unit 20 Hospitality Consumer Behaviour and Insights	15	5
Optional unit	Unit 25 Barista to Bar Management	15	5
Optional unit	Unit 26 Food Service Management	15	5
Optional unit	Unit 27 Revenue Management	15	5
Optional unit	Unit 28 Front Office Operations Management	15	5
Optional unit	Unit 29 Managing and Planning an Event	30	5
Optional unit	Unit 30 Global Events	15	5
Optional unit	Unit 31 Digital Marketing	15	5
Optional unit	Unit 32 Integrated Marketing Communications	15	5
Optional unit	Unit 33 Diet and Nutrition	15	5
Optional unit	Unit 34 Facilities Management	15	5
Optional unit	Unit 35 Tourist Resort Management	15	5
Optional unit	Unit 36 Business Strategy	15	5

Level 5 optional units			
Optional unit	Unit 37 Organisational Behaviour Management	15	5
Optional unit	Unit 38 Strategic Human Resource Management	15	5
Optional unit	Unit 39 Launching a New Venture	15	5
Optional unit	Unit 40 Managing and Running a Small Business	15	5

*Table 3: Pathway structure for Culinary Arts Management pathway Level 5*

## 3.0 The unit descriptor

The unit descriptor is how we define the individual units of study that make up a Higher National qualification. Students will complete the units included in the programme you offer at your centre.

You can use any of the unit descriptors listed in *Section 4.0 Unit descriptors*. We have described each part of the unit as follows.

<b>Unit title</b>	A general statement of what the unit will cover.
<b>Unit code</b>	The Ofqual unit reference number.
<b>Unit type</b>	There are three unit types: <ul style="list-style-type: none"> <li>• core (mandatory to all pathways)</li> <li>• specialist (mandatory to specific pathways)</li> <li>• optional (available to most pathways).</li> </ul>
<b>Unit level</b>	All our Pearson BTEC Higher National units are at Levels 4 or 5.
<b>Credit value</b>	The credit value relates to the total qualification time (TQT) and unit learning hours (ULH). It is easy to calculate: <ul style="list-style-type: none"> <li>• 1 credit = 10 ULH</li> <li>• 15 credits = 150 ULH.</li> </ul> To complete a Higher National Certificate or Higher National Diploma, students must achieve all of the credits required. Refer to <i>Section 7.5 Calculating the final qualification grade</i> in the programme specification.
<b>Introduction</b>	Some general notes on the unit: <ul style="list-style-type: none"> <li>• setting the scene</li> <li>• stating the purpose and aim, and</li> <li>• outlining the topics to be learned and skills gained through the unit.</li> </ul>
<b>Learning Outcomes</b>	These clearly explain what students will be able to do after completing the unit. There are usually four learning outcomes for each unit.
<b>Essential Content</b>	This section covers the content that students can expect to study as they work towards achieving their Learning Outcomes.
<b>Learning Outcomes and Assessment Criteria</b>	Tutors can refer to this table when grading assignments. The table connects the unit's learning outcomes with the student's work. Assignments can be graded at 'Pass' (P), 'Merit' (M) and 'Distinction' (D), depending on the quality of the student's work.
<b>Recommended Resources</b>	This section lists the resources that students should use to support their study for the unit. It includes books, journals and online material. The programme tutor may also suggest resources, particularly for local information. It may also contain delivery requirements e.g. specific equipment, case study material, learning resources, depending on the subject.

Table 3: Description of each part of the unit

### 3.1 Web resources – referencing

Some units have web resources as part of their recommended resources list. Hyperlinking to these resources directly can cause problems, as their locations and addresses may change. To avoid this problem we only link to the main page of the website and signpost students and tutors to the section where the resource can be found. Therefore we have referenced web resources as follows:

- [1] A link to the main page of the website
- [2] The title of the site
- [3] The section of the website where the resource can be found
- [4] The type of resource it is, for example:
  - research
  - general reference
  - tutorial
  - training
  - e-book
  - report
  - wiki
  - article
  - data set
  - development tool
  - discussion forum.

#### Example

- |  |                         |
|--|-------------------------|
| [1] <a href="http://www.hospitalitynet.org/">www.hospitalitynet.org/</a>   | [2] Hospitality Net     |
|  | [3] Latest news         |
|  | [4] (General reference) |
| [1] <a href="http://www.ukhospitality.org.uk">www.ukhospitality.org.uk</a> | [2] UK Hospitality      |
|  | [3] News                |
|  | [4] (General reference) |

Students and tutors must use a referencing system to cite and reference resources in an academic format.

# 4.0 Unit descriptors

# Unit 1: The Contemporary Hospitality Industry

**Unit code:** H/651/2466

**Unit type:** Core

**Unit level:** 4

**Credit value:** 15

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## Introduction

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

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

## Learning Outcomes

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

- LO1 Examine the current structure, scope and size of the hospitality industry
- LO2 Explore career routes, skills requirements, and progression opportunities in the hospitality industry
- LO3 Review the current threats and challenges affecting the hospitality industry
- LO4 Assess the current and potential trends affecting the hospitality industry.

## Essential Content

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

#### *The hospitality industry:*

Definition of the hospitality industry

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

The relationship between hospitality and travel and tourism sectors

The economic value and contribution of the hospitality industry, including both direct and indirect impacts on the economy

The tangible and intangible nature of the hospitality industry

Different types of products and services within the hospitality sector.

#### *Organisational structure within different hospitality sectors:*

Operational departments, functional departments and the interrelationships between them.

#### *Global growth and developments:*

Key factors driving growth of the hospitality industry locally and internationally

The expansion of international hotel chains and brand identity

The growth of franchising and licensing agreements across hospitality sectors.

### LO2 Explore career routes, skills requirements, and progression opportunities in the hospitality industry

#### *Career opportunities:*

Different career pathways and routes within the hospitality industry e.g. hotels, food and beverage, spa and wellness, culinary arts, events

Different roles within career pathways e.g. hotel administration, guest services, cleaning and maintenance, accommodation services, front office operations, kitchen and restaurant service, event planning.

#### *Staff types and job roles:*

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

Skilled/semi-skilled/unskilled positions.

### *Hospitality skill sets:*

Requirements for technical or practical skills in specific job roles

Priority skills for the hospitality industry e.g. exceptional customer handling and service skills, team working skills, cultural awareness and sensitivity, people management skills, time management skills

Key behaviours e.g. taking accountability, actively promoting best standards, driving a strong cultural brand, championing continued development, empowering team members, leading by example, demonstrating passion and enthusiasm

Current skills shortages in the hospitality industry.

### *Drivers of skills gaps:*

Contemporary factors driving skills shortages and high labour turnover

Factors that have affected recruitment and talent development e.g. migratory and mobile labour force, industry image, expectations around wages, the impact of the pandemic, cost of living crisis, global energy crisis, political decision-making and instability.

### *Impacts on hospitality businesses:*

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

## **LO3 Review the current threats and challenges affecting the hospitality industry**

### *The macro environment:*

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

Current factors that influence the hospitality industry e.g. climate change, cost of living crisis, changes in consumer spending habits, threats of artificial intelligence (AI) financial challenges due to increased costs, global supply chain issues

The importance of monitoring and forecasting external influences that affect the hospitality industry.

*The microenvironment:*

The impact of organisational internal factors using SWOT (strengths, weaknesses, opportunities and threats) analysis to assist in the decision-making process within hospitality organisations

The current internal factors e.g. staff shortages, meeting sustainability targets, digital skills gap, cybersecurity breaches, new technologies, rising commodity prices.

*Factors affecting supply and demand:*

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

**LO4 Assess the current and potential trends affecting the hospitality industry**

*Drivers of current trends and developments:*

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

*Current and potential trends:*

Current trends e.g. the street food revolution, spa and wellness, healthy and organic food and drinks

Tech trends e.g. contactless services, menu-engineering software, food tech integration (ordering kiosks, guest-facing display systems), AI chatbots to enhance guest experiences

Sustainability e.g. reducing waste, use of sustainable materials and ingredients.

*Responding to trends:*

Hospitality industry examples and practices to meet trends and developments e.g. choosing the best technology approaches and using AI, creating personalised and authentic experiences, focusing on sustainable initiatives

Product and service developments to meet changing demands e.g. use of smart room technology, mobile check-in service, developing health-centric services and amenities, smart thermostats, bottle refilling stations.

## Learning Outcomes and Assessment Criteria

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

Pass	Merit	Distinction
<b>LO3</b> Review the current threats and challenges affecting the hospitality industry		<b>LO3 and LO4</b>
<p><b>P6</b> Assess the political, economic, social, technological, legal and environmental factors that affect the development of organisations operating within the hospitality industry.</p> <p><b>P7</b> Undertake a SWOT analysis for a hospitality business and review how this can inform the decision-making process.</p>	<p><b>M4</b> Evaluate the impacts of external factors on the development of organisations operating within the hospitality industry, using specific examples.</p>	
<b>LO4</b> Assess the current and potential trends affecting the hospitality industry		
<p><b>P8</b> Assess the implications of current and potential trends in the hospitality industry, providing a range of specific examples.</p>	<p><b>M5</b> Evaluate the ability of a specific hospitality business to develop products and services to meet current trends.</p>	

## Recommended Resources

### Textbooks

Brymer, R., Cain L. and Whitne, P. (2023) *Hospitality: An Introduction*. 18th Ed. Dubuque, Iowa: Kendall Hunt Publishing.

Davis, B., Lockwood, A., Alcott, P. and Pantelidis, I.S. (2018) *Food and Beverage Management*. 6th Ed. Oxford: Routledge.

Johnston, R., Clark, G., Slack, N. and Shulver, M. (2020) *Service Operations Management: Improving Service Delivery*. 5th Ed. Harlow: Pearson Publishing.

### Websites

[www.ih-ra.org](http://www.ih-ra.org)

International Hotel and Restaurant Association

News

(General reference)

[www.hospitalitynet.org/](http://www.hospitalitynet.org/)

Hospitality Net

(General reference)

[www.hotelnewsresource.com/](http://www.hotelnewsresource.com/)

Hotel News Resource

News

(General reference)

[www.str.com](http://www.str.com)

STR Global

Hotel market data and benchmarking

(General reference)

[www.thecaterer.com/](http://www.thecaterer.com/)

*The Caterer*

(Articles)

[www.ukhospitality.org.uk](http://www.ukhospitality.org.uk)

UKHospitality

(General reference)

### Links

This unit links to the following related units:

*Unit 6: Managing Food and Beverage Operations*

*Unit 7: Managing Accommodation Services*

*Unit 8: Managing Conference and Events*

*Unit 9: Managing Food Production*

# Unit 2: Managing the Customer Experience

**Unit code:** J/651/2467

**Unit type:** Core

**Unit level:** 4

**Credit value:** 15

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## Introduction

In the hospitality industry, the customer experience is everything. It is a journey that starts with customer awareness of the brand and develops through every customer touchpoint, creating brand equity that drives everything from positive online reviews to repeat business. Whenever customers invest time or money in a hospitality business, they expect a certain level of satisfaction. Providing customer excellence is a mindset that extends far beyond a warm welcome and a friendly smile. In an industry where the product or service being sold is looking after people, it is imperative that the hospitality business's relationship with the customer is close to perfect.

The aim of this unit is to provide students with background knowledge and understanding of how hospitality businesses manage the customer experience from the initial needs analysis through to aftersales follow-up. There is a focus on providing service excellence and how a hospitality business can go beyond the expectations of its customers and offer an industry-leading experience.

During the unit, students will be able to map the journey that a customer makes through a hospitality business, identifying crucial touchpoints and recognising how these touchpoints can be managed to optimise the customer's experience and further the business objectives. Students will consider what constitutes exceptional customer service and the many ways to deliver it to exceed the customer's expectations and provide service excellence.

## Learning Outcomes

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

- LO1 Explain the needs and expectations of market segments for the hospitality industry
- LO2 Explore the customer experience map to create hospitality business opportunities and optimise customer touchpoints
- LO3 Apply the concepts of service excellence to a specific hospitality business setting
- LO4 Compare a range of metrics available to monitor hospitality customer experiences and drive business objectives.

## Essential Content

### LO1 Explain the needs and expectations of market segments for the hospitality 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

Use of algorithms to identify beliefs, interests, attitudes.

#### *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 that drive or destroy value (Shaw).

#### *The customer experience:*

Defining what the components of the customer experience are e.g. the price, the quality of the product, the level of customer service, the quality of the service environment.

#### *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, location, reputation of the business, special occasion for going out, personal mood

Impact of influencer marketing in the hospitality industry e.g. lifestyle bloggers or Instagram-type models, as well as the traditional influencers: industry experts, industry associations, media, analysts and academia.

## LO2 **Explore the customer experience map to create hospitality business opportunities and optimise customer touchpoints**

*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

The different types of communication at the different stages of the customer journey

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.

*Touchpoints:*

Identifying critical moments when customers interact with the organisation before, during and after the customer experience

The marketing potential of each touchpoint moment e.g. upselling products and services, upgrading the customer visit, promoting the next visit with or without a special offer, collecting feedback

The key building blocks of doing, feeling and thinking.

## LO3 **Apply the concepts of service excellence to a specific hospitality business setting**

*Service excellence concept:*

Different hospitality business settings that influence communication e.g. fast-food restaurant vs Michelin-star restaurant, budget hotel vs five-star hotel

Different levels of communication e.g. formal, informal, protocol, etiquette

The different receptors of communication e.g. new customers, regular customers, VIPs, celebrities

Service excellence essential concepts e.g. exceptional customer service, going the extra mile, consistently exceeding customer expectations in service delivery, sustaining and growing a business by focusing on service and surpassing customer expectations and providing unexpected 'extra' features or experiences

Understanding and managing the customer expectations and the concept of 'gaps' in satisfaction between these expectations and the service received, the gap theory of service quality (Parasuraman), the RATER (reliability, assurance, tangibles, empathy and responsiveness) model, the SERVQUAL model of service quality

Understanding how the customer's feelings and mood at the moment of receiving customer service affect how the quality of this service is perceived

The importance of personalisation when delivering customer service

The importance of checking the customer's satisfaction during and after the visit.

*Understanding cultural awareness:*

Awareness of different cultures, religions and belief systems that participate in shaping customer expectations and satisfaction

Be able to offer services adapted to the customer culture

The use of different languages to establish a connection with the customer.

*Skills and attributes required to deliver service excellence:*

Problem-solving skills, adaptability, effective communication skills, time management, prioritising tasks, preparations to meet the demands of the service e.g. level and intensity of the shift, number of customers included in each booking

Attention to detail, professional/product knowledge and skills, patience, empathy, confidence

Building rapport and an emotional connection with the customer e.g. emotional intelligence

Complaint management, conflict management skills and techniques

Remembering regular customers' habits and needs, strong sales techniques knowledge

Technological skills and digital literacy to use different reservation/sales software and equipment e.g. Opera, POS, Fidelio Micros

The need for customer service policies to train staff and create a customer service culture.

#### **LO4 Compare a range of metrics available to monitor hospitality customer experiences and drive business objectives**

##### *Customer relationship management objectives:*

To increase customer satisfaction, improve advocacy, enhance customer loyalty, improve customer conversions and improve sales per customer.

##### *Monitoring systems and techniques:*

Customer-perceived quality and gap analysis, use of quality circles, benchmarking

Value chain alignment of customer value chain and organisation value chain improvement methods e.g. using fishbone (Ishikawa) analysis

Tracking and evaluating customer satisfaction: customer retention management through database marketing, the importance of a transparent complaint-handling system and related opportunities to improve customer service and experience; suggestion schemes, user panels, field visits, mystery guest.

##### *Customer metrics:*

Tracking long-term data and monitoring metrics in real time to enable a holistic, customer-centric view of the overall sales process

Customer satisfaction score (CSAT), online reviews and ratings e.g. sentiment score on Tripadvisor, repeat guest rate (RGR), average length of stay (ALOS)

Effects of online reviews on the hospitality industry to drive business objectives, influences of positive vs negative reviews.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explain the needs and expectations of market segments for the service industry		<b>D1</b> Evaluate a broad range of different target customer groups' needs and expectations in terms of customer engagement for a hospitality organisation.
<b>P1</b> Explain the value and importance of understanding the needs, wants and preferences of target customer groups for a hospitality organisation.  <b>P2</b> Explore the different factors that drive and influence customer engagement of different target customer groups within a hospitality organisation.	<b>M1</b> Review how customer engagement factors determine customer onboarding strategies for different target customer groups within a hospitality organisation.	
<b>LO2</b> Explore the customer experience map to create hospitality business opportunities and optimise customer touchpoints		<b>D2</b> Analyse how a selected hospitality organisation can optimise each of the customer touchpoints to influence the behaviour, responses and actions of its customers to enhance the customer experience.
<b>P3</b> Create a customer experience map for a selected hospitality organisation.  <b>P4</b> Discuss how the customer touchpoints throughout the customer experience create business opportunities for a selected hospitality organisation.	<b>M2</b> Create a detailed customer experience map that charts the customer journey model and examines the activities and actions taken at each customer touchpoint to create business opportunities for a selected hospitality organisation.	

Pass	Merit	Distinction
<b>LO3</b> Apply the concepts of service excellence to a specific hospitality business setting		<b>D3</b> Maintain high-performing service excellence in a specific hospitality business context and environment to provide excellent treatment and service quality to customers.
<b>P5</b> Deliver service excellence in a specific hospitality business context and environment.  <b>P6</b> Apply the skills and attributes required to deliver service excellence as well as its essential concepts to enhance the customer experience.	<b>M3</b> Demonstrate service excellence in a specific hospitality business context and environment with confidence and efficiency.  <b>M4</b> Apply the concept of service excellence and the necessary skills and attributes required to optimise customer satisfaction and exceed expectations.	
<b>LO4</b> Compare a range of metrics available to monitor customer experiences and drive business objectives		<b>D4</b> Evaluate the effectiveness of a range of metrics for monitoring and improving the customer experience in the hospitality industry.
<b>P7</b> Review methods for monitoring and improving the customer experience in the hospitality industry.  <b>P8</b> Compare the benefits and limitations of different customer experience metrics.	<b>M5</b> Assess the validity, reliability and suitability of metrics for monitoring and improving customer experience in the hospitality industry.	

## Recommended Resources

### Textbooks

Berners, P. and Martin, A. (2022) *The Practical Guide to Achieving Customer Satisfaction in Events and Hotels*. London: Routledge

Cousins, J. and Weekes, S. (2020) *Food and Beverage Service*. 10th Ed. London: Hodder Education.

Guidara, W. (2024) *Unreasonable Hospitality: The Remarkable Power of Giving People More Than They Expect*. London: Ebury Publishing.

Hudson, S. and Hudson, L. (2022) *Customer Service for Hospitality and Tourism*. 3rd Ed. Oxford: Goodfellow Publishers Limited.

Or, M. (2016) *Star Quality Experience: The Hotelier's Guide to Creating Memorable Guest Journeys*. Rethink Press

Solnet, D. and Kandampully, J. (2024) *Service Management Principles for Hospitality & Tourism*. 3rd Ed. Oxford: Goodfellow Publishers Limited.

### Websites

[www.cca-global.com](http://www.cca-global.com)

CCA Global  
Resources  
(Research)

[masterkey.sa](http://masterkey.sa)

MasterKey  
'The impact of influencer marketing on the hospitality industry – a comprehensive analysis'  
(Article)

[www.mckinsey.com](http://www.mckinsey.com)

McKinsey & Company  
'The expanding role of design in creating an end-to-end customer experience'  
(Article)

[modernhospitality.co.uk/](http://modernhospitality.co.uk/)

Modern Hospitality  
'20 top UK hospitality influencers for 2023'  
(Article)

## **Links**

This unit links to the following related units:

*Unit 20: Hospitality Consumer Behaviour and Insight*

*Unit 28: Front Office Operations Management*

*Unit 31: Digital Marketing*

*Unit 32: Integrated Marketing Communications*

# Unit 3: Sustainable Hospitality Practice

**Unit code:** K/651/2468

**Unit type:** Core

**Unit level:** 4

**Credit value:** 15

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## Introduction

The importance of sustainability in the hospitality industry cannot be overstated. As our world grapples with climate change and resource depletion, the industry's ecological footprint has come under scrutiny. The rapid expansion of hotels and resorts, coupled with the resource-intensive nature of the industry, has led to environmental degradation, such as water wastage, energy consumption and waste generation. Sustainable hospitality practices offer a way to mitigate these impacts, providing a responsible and ethical approach to tourism.

The overall aim of this unit is to introduce students to the essential principles of sustainability in hospitality, which organisations are increasingly making a priority as part of their environmental strategy. Students will consider the impact of sustainable business on communities, and the steps necessary to develop sustainability strategies within organisations. They will also have the opportunity to investigate in more detail the role of sustainability practitioners, who are responsible for leading projects, and to work closely with a variety of stakeholders and partners.

On successful completion of this unit, students will be able to understand economic theories on sustainable development in organisations and make use of different tools available to identify sustainable themes/partners for developing relevant strategies. Students will be equipped with the knowledge and skills required to progress into roles in the sector and/or higher levels of study.

## Learning Outcomes

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

- LO1 Explain the impact of sustainability principles for hospitality organisations
- LO2 Discuss the characteristics of sustainability and corporate social responsibility
- LO3 Identify operational risks and benefits of sustainability in the hospitality industry
- LO4 Present a business case for adopting sustainable hospitality practices to meet business objectives.

## Essential Content

### LO1 Explain the impact of sustainability principles for hospitality organisations

#### *Defining sustainability:*

Definition of sustainability and the three pillars of sustainability

The main findings of the Brundtland Report (1987) and the impact on business; the notion of the triple bottom line and green accounting

The 1992 Rio Earth Summit, and environmental issues and corporate responsibility including: carbon emissions; biodiversity; environmental degradation; conservation; resource use; resource depletion; waste disposal; pollution; water conservation

The UN Global Summit on biodiversity and the Kunming–Montreal Global Diversity Framework to reverse the decline of biodiversity

International responses to climate change e.g. Kyoto Protocol, Rio Earth Summit, the Paris Agreement (2016) – net zero to end CO<sub>2</sub> emissions

Social equity, to reduce inequalities and promote social justice

United Nations (UN) Sustainable Development Goals and targets.

#### *Features of sustainability principles:*

Built on the concept of social conscience e.g. moral and ethical responsibility to bring social change or find solutions to problems/injustices in the world

Contribute positively towards societal and environmental outcomes

Promote sustainable consumption behaviour, green marketing and production of goods and services

Create meaning, scope and measurement tools and methods to demonstrate impact as part of organisational performance and change management

Integrate corporate responsibility and sustainability into core business values and pro-societal and environmental culture management

Creating strong leadership advocating for sustainability across own industry, developing policies and engaging with government

Setting strategy, governance, metrics and targets

Disclosure and accountability

### *Impact of sustainability on hospitality industry:*

Sustainability in the context of the different sectors in hospitality e.g. practice of conducting hotel operations in an environmentally responsible and resource-efficient manner, designing and constructing eco-friendly resorts, eliminating food waste in restaurants

Types of sustainable practice in the hospitality industry for energy efficiency, waste consumption, water conservation, sustainable sourcing and procurement, building design and construction

The benefits of sustainability e.g. cost savings, reduced environmental impact, social and community integration, increased customer satisfaction, increased employee engagement.

## **LO2 Discuss the characteristics of sustainability and corporate social responsibility**

### *Corporate social responsibility vs environmental, social and governance:*

Definitions and differences between corporate social responsibility (CSR) and environment, social and governance (ESG); CSR as a business model and ESG as the criteria that investors use to assess investment opportunities

CSR informs culture, values and goals of the business, ESG sets measurable goals of sustainability

The ESG framework to manage risks and opportunities around sustainability issues.

### *Characteristics of sustainability and corporate social responsibility (CSR):*

Purpose to drive ambition for change that embeds and implements sustainability and CSR across an organisation

A net positive approach to business

Principles and concepts e.g. triple bottom line (Elkington), six capitals model, circular economy

The importance of good governance in an increasingly VUCA (volatile, uncertain, complex and ambiguous) world

Stakeholder engagement with UN Sustainable Development Goals (SDGs) framework for organising an organisation's work on sustainability

Affiliation with UN Global Compact (UNGC) principles for sustainable business and themes e.g. human rights, labour, environment, anti-corruption

Climate change targets and meeting net zero emissions

Measured reporting of UN SDGs to focus on how/what businesses contribute locally and internationally.

*Examples of corporate responsibility and sustainability initiatives:*

Types of initiatives, stakeholder relationships, communications and strategy to support and update the business on CSR best practices e.g. Hyatt bringing global ESG strategy to life through World of Care, McDonald's corporate citizen approach addressing stakeholder needs, Six Senses sustainable resorts and Earth Lab.

### **LO3 Identify operational risks and benefits of sustainability in the hospitality industry**

*Operational risks and benefits:*

Operational risks, including: safeguarding; customer readiness and understanding customers' mindset regarding sustainability; cost implications and presenting an investment case for sustainability; lack of tools, insights and expertise to implement sustainability vision

Benefits of CSR, including: employee engagement and satisfaction; financial returns; local/global community engagement; brand reputation and public image; supply chain and operational efficiencies; opportunities for investments/funding.

*Operational readiness, capacity and capability:*

Understanding of macro (external) and micro (internal) environment influences that shape opportunities and pose threats to organisations achieving sustainability practices e.g. global governance, corporate power, lobbying, political influence, individual motivation and attitudes

The use of analytical tools to monitor and forecast internal/external influences and capacities for supporting CSR e.g. SWOT (strengths, weaknesses, opportunities and threats), PESTLE (political, economic, social, technological, legal and environmental)

The use of different techniques to identify potential internal/external CSR partners e.g. stakeholder analysis to identify potential stakeholders, stakeholder matrix to identify influence and importance

Management and operational control to meet performance goals and ability to adopt, resource and engage with CSR and sustainability initiatives

Strategies to overcome related challenges e.g. shared motivations and attitudes, networking, financial assistance, management and/or sharing of resources with partners, stakeholder and public awareness, local/global infrastructure, legal regulatory environment, education and training.

#### LO4 Present a business case for adopting sustainable hospitality practices to meet business objectives

##### *Elements of a business case:*

The executive summary

Defining the opportunity to be pursued e.g. identify problem, develop opportunity statement, identify business objectives

Discussion of possible options and outline plan for implementing and communicating choices to ensure consideration of business objectives

Presenting market analysis and research of the CSR landscape to ensure that evidence of best practice is gathered to support decisions e.g. collect or use relevant data, document estimates and assumptions

Expected benefits e.g. financial, social, environmental

Value and financial return on investment

Investment requirements to move forward and next steps

SMART (specific, measurable, achievable, realistic, time-bound) objectives

Providing a measurable set of ESG propositions for investors and external partners

Adopting a suitable communication method, both verbal and non-verbal, for presenting a business case.

##### *Sustainable hospitality practices:*

Initiatives for establishing an organisational culture that is built on ethical standards and commitments

Creating an ESG framework to embed sustainable business plan goals

Developing volunteer events or programmes for stakeholders, encouraging employees to donate, volunteer and contribute as part of programmes

Review use of renewable energy and implement energy-efficient measures involving the use of advanced technologies and equipment designed to reduce energy consumption

Water conservation e.g. recycling and reusing water through greywater systems, capture and treat waste water from sinks and showers

Waste reduction using comprehensive recycling and composting programmes

Supporting Fairtrade products ensures that items are produced under ethical and humane conditions, aligning with responsible business practices.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explain the impact of sustainability principles for hospitality organisations		<b>LO1 and LO2</b>  <b>D1</b> Evaluate the impact of sustainability principles and characteristics of sustainability and corporate social responsibility on organisations, using examples.
<b>P1</b> Explain features of sustainability principles and their impact on organisations.	<b>M1</b> Compare how hospitality businesses engage with sustainability principles, using a variety of examples.	
<b>LO2</b> Discuss the characteristics of sustainability and corporate social responsibility		
<b>P2</b> Discuss the characteristics of sustainability and corporate social responsibility in practice.  <b>P3</b> Explain the role of the United Nations on sustainability and sustainable development in business.	<b>M2</b> Analyse how hospitality businesses can engage with sustainability and corporate social responsibility, including cross-functional requirements in organisations.	

Pass	Merit	Distinction
<b>LO3</b> Identify operational risks and benefits of sustainability in the hospitality industry		<b>LO3 and LO4</b>  <b>D2</b> Make suitable recommendations that consider operational risks and benefits for adopting sustainable hospitality practices to meet the business objectives in an organisation.
<b>P4</b> Discuss operational risks and benefits of an organisation's readiness to adopt sustainability and corporate social responsibility.	<b>M3</b> Evaluate the impact of operational risks and benefits to sustainability and corporate responsibility, including strategies to overcome related challenges.	
<b>LO4</b> Present a business case for adopting sustainable hospitality practices to meet business objectives		
<b>P5</b> Present a business case outline with options for sustainable hospitality practices relevant to an organisation.  <b>P6</b> Present a business case summary that considers the value of sustainable hospitality practices in an organisation.	<b>M4</b> Prepare a business case to achieve sustainable hospitality practices to meet the business objectives in an organisation.	

## Recommended Resources

### Textbooks

Bachnik, K., Rojek-Nowosielska, M., Stefańska, M., Kaźmierczak, M. and Szumniak-Samolej, J. (2022) *Corporate Social Responsibility and Sustainability: From Values to Impact*. London: Routledge.

Ditlev-Simonsen, C.D. (2022) *A Guide to Sustainable Corporate Responsibility: From Theory to Action*. London: Palgrave Macmillan.

Dhiman, S. and Samaratunge, R. (2021) *New Horizons in Management, Leadership and Sustainability: Innovative Case Studies and Solutions for Emerging Economics*. Cham, Switzerland: Springer.

Wheelen, T., Hunger, J., Hoffman, A. and Bamford C. (2023) *Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Global Edition*. 16th Ed. Harlow: Pearson.

Grayson, D. Coulter, C. and Lee, M. (2022) *The Sustainable Business Handbook: A Guide to Becoming More Innovative, Resilient and Successful*. London: Kogan Page.

### Websites

[www.businessleader.co.uk](http://www.businessleader.co.uk)

Business Leader  
(Article)

[esg.hilton.com](http://esg.hilton.com)

Hilton  
'Travel with Purpose'  
(Report)

[www.sixsenses.com/en/experiences/sustainability-and-earth-lab](http://www.sixsenses.com/en/experiences/sustainability-and-earth-lab)

Six Senses  
Sustainability And Earth  
Lab  
(General reference)

[unglobalcompact.org/](http://unglobalcompact.org/)

United Nations  
UN Global Compact  
(Reports)

[www.un.org/millenniumgoals](http://www.un.org/millenniumgoals)

United Nations  
Millennium  
Development Goals  
(General reference)

[sdgs.un.org/goals](https://sdgs.un.org/goals)

United Nations  
Sustainable  
Development Goals  
(General reference)

## Links

This unit links to the following related units:

*Unit 1: The Contemporary Hospitality Industry*

*Unit 7: Managing Accommodation Services*

*Unit 21: Hospitality Procurement and Supply Chain Management*

*Unit 23: Creative Kitchen Management*

*Unit 34: Facilities Management*

*Unit 35: Tourist Resort Management*

# Unit 4: The Hospitality Business Toolkit

**Unit code:** L/651/2469

**Unit type:** Core

**Unit level:** 4

**Credit value:** 15

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## Introduction

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

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

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

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

## Learning Outcomes

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

- LO1 Investigate how to manage finance and record transactions to minimise costs responsibly within the hospitality industry
- LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in a hospitality organisation
- LO3 Identify the potential impact of legal and ethical considerations on a hospitality business
- LO4 Apply a range of communication tools in a hospitality context to create a positive guest experience.

## Essential Content

### LO1 Investigate how to manage finance and record transactions to minimise costs responsibly within the hospitality industry

#### *Business transactions:*

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

Methods to measure financial performance; use of key performance indicators (KPIs), cost-to-profit ratios and return on investment (ROI).

#### *Profit and loss statements:*

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

Effective recording of debits and credits

Manual systems and computer software for recording financial data and information

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

#### *Use of budgets for planning and control:*

Income streams, fixed costs and variable costs

Methods of forecasting to set realistic profit margin targets

Pricing strategies and setting realistic targets.

#### *Control of resource allocation:*

Stocktaking

Inventory costings

Systems of waste management

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

## LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in a hospitality organisation

### *Resourcing the organisation:*

The process of workforce planning

Assessing skills and capabilities using audits and gap analysis for identifying talent and skills gaps

Human resources (HR) solutions, interventions and activities to close identified workforce gaps to meet shortages and meet targets

The elements of an end-to-end roadmap e.g. what the plan is, direction, skills need, skills gaps and solutions

Methods for monitoring and measuring the implementation of a workforce action plan e.g. focus groups, surveys, data analytics

Setting targets, KPIs and criteria used to assess the success of the plan against targets

Workforce trends, including flexible working arrangements, remote working, virtual meetings and social distancing measures

Addressing diversity and inclusion

Types of labour market and skills shortages affecting recruitment and hard-to-fill vacancies e.g. lack of digital skills, leadership skills, data analytical skills

Impact of relevant legislation, including data protection.

### *Recruitment and selection:*

Different models of recruitment and selection

Sources of recruitment e.g. internal vs external

Achieving cultural diversity in recruitment

Stages in recruitment and selection

Different types of selection method, including competence-based selection

Legal frameworks and regulatory standards.

### *Retention:*

Factors influencing retention, including the influence of the organisation's culture on retention, selecting the right talent and performance management

Onboarding and induction, the value of effective employee socialisation

Role of line managers in employee engagement and performance management

Approaches to coaching and mentoring to support employees

Methods for supporting mental health and wellbeing of employees

Managing attrition, restructuring and redeployment, redundancy of employees

Dealing with employee disciplinary and misconduct cases that end in dismissal.

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

*Legislation and legal responsibilities:*

The relationship between regulations, legislation and standards

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

Legislation on data protection and confidentiality

Rules and regulations relating to 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 of contract.

### **LO4 Apply a range of communication tools in a hospitality context to create a positive guest experience**

*The value of effective communication:*

The importance of providing excellent communication in the hospitality sector e.g. to create an overall positive guest experience, resolve conflicts, ensure inclusivity, improve productivity, drive business success.

*Communication tools used in the hospitality industry:*

Different types of communication tools used in the workplace e.g. phone systems, email, social networking, messaging apps, digital signage

The use and different types of communication tool applied in different areas of hospitality e.g. front office operations, conference and events, restaurants

Selection of the best tools for communication for the guest lifecycle e.g. pre-visit, during visit, post visit

Choosing the right communication channel to meet the situation e.g. calling a dissatisfied guest or providing face-to-face response, sharing information by text and images, automated messages for reservation confirmation

Tools for two-way communication e.g. feedback forms, surveys.

*Effective communication skills:*

Skills and behaviours for outstanding service e.g. active listening, giving clear and concise instructions, good writing skills, use of simple language, empathy, respect, courtesy.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Investigate how to manage finance and record transactions to minimise costs responsibly within the hospitality industry		<b>D1</b> Record transactions correctly and produce an accurate trial balance by completing the balance-off ledger accounts, checking that each transaction is recorded in line with accepted accounting principles.
<p><b>P1</b> Investigate the principles of managing and monitoring financial performance.</p> <p><b>P2</b> Apply the double-entry bookkeeping system of debits and credits to record sales and purchases transactions in a general ledger.</p> <p><b>P3</b> Produce a basic trial balance, applying the use of the balance-off rule to complete the ledger.</p>	<p><b>M1</b> Analyse sales and purchase transactions to compile a trial balance using double-entry bookkeeping appropriately and effectively.</p>	
<b>LO2</b> Produce a workforce action plan for recruiting and retaining talent to address skills shortages in a hospitality organisation		<b>D2</b> Create a sustainable workforce action plan for recruiting and retaining talent to support the long-term needs of an organisation.
<p><b>P4</b> Develop a workforce action plan that addresses skills needs, skills gaps and hard-to-fill vacancies for recruiting and retaining talent in an organisation.</p>	<p><b>M2</b> Create a strategic workforce action plan for improving recruitment and retention in relation to the importance of the labour market.</p>	

Pass	Merit	Distinction
<b>LO3</b> Identify the potential impact of legal and ethical considerations on a hospitality business		
<p><b>P5</b> Identify specific legislation that a hospitality organisation has to comply with and adhere to.</p> <p><b>P6</b> Using specific examples, illustrate how company, employment and contract law have a potential impact on business decision-making in the hospitality industry.</p>	<p><b>M3</b> Examine the potential implications of regulations, legislation and standards on decision-making in a hospitality organisation, providing specific examples.</p>	
<b>LO4</b> Apply a range of communication tools in a hospitality context to create a positive guest experience		
<p><b>P7</b> Apply different tools of communication for a specific department of a hospitality organisation to strengthen the value chain and create a positive guest experience.</p> <p><b>P8</b> Demonstrate customer service skills and behaviours that create a positive guest experience.</p>	<p><b>M4</b> Demonstrate excellent communication skills, using both verbal and non-verbal forms of communication, in a specific department of a hospitality organisation to meet guest requirements and expectations.</p>	

## Recommended Resources

### Textbooks

Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice*. 16th Ed. London: Kogan Page.

Andrew, W.P., Damitio, J. W. and Schmidgall, K.W. (2006) *Financial Management for the Hospitality Industry*. 2nd Ed. New Jersey: Pearson Education.

Boella, M. J. and Goss-Turner, S. (2019) *Human Resource Management in the Hospitality Industry: A Guide to Best Practice*. 10th Ed. London: Routledge.

Horngren, C., Sundem, G., Stratton, W., Burgstahler, D. and Schatzberg, J. (2022) *Introduction to Management Accounting*. Global 17th Ed. Harlow: Pearson.

Martin, A. (2020) *The Practical Guide to Understanding and Raising Hotel Profitability*. London: Routledge

van Ginneken, R. (2019) *Hospitality Finance and Accounting*. London: Routledge.

### Websites

[www.cipd.co.uk](http://www.cipd.co.uk)

Chartered Institute of Personnel and Development (CIPD)

(General reference)

[www.food.gov.uk](http://www.food.gov.uk)

Food Standards Agency

(General reference)

[www.hospa.org](http://www.hospa.org)

HOSPA

Hospitality professionals association

(General reference)

[www.restaurantonline.co.uk](http://www.restaurantonline.co.uk)

*Restaurant*

News

(General reference)

### Links

This unit links to the following related units:

*Unit 5: Leadership and Management for Hospitality*

*Unit 19: Hospitality Interpersonal Skills*

*Unit 14: Accounting Principles*

*Unit 38: Strategic Human Resource Management*

# Unit 5: Leadership and Management for Hospitality (Pearson-set)

Unit code: T/651/2470

Unit type: Core

Unit level: 4

Credit value: 15

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## Introduction

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

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

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

In addition to students gaining a good understanding of how management theories are practised in today's industries, they will evaluate effective management and leadership skills for the hospitality sector through application of and reflection on skills required in a hospitality 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 a student will be able to:

- LO1 Review classical management theories and leadership styles
- LO2 Explore the factors that influence different management styles and structures in a hospitality industry context
- LO3 Assess current and future management and leadership skills for the hospitality sector
- LO4 Demonstrate management and leadership skills in a hospitality context.

## Essential Content

### LO1 Review classical management theories and leadership styles

#### *Organisational structure and culture:*

Different types of organisational structure 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 that includes classical management, administrative (Fayol), scientific (Taylor), behavioural and contingency theory

The definitions and differences of both a leader and manager

The role of the leader vs the role of the manager

Different leadership styles:

- transformational (Burns)
- transactional (Bennis, Bass)
- situational/contingency (Fiedler, Vroom and Yetton, Hersey and Blanchard)
- charismatic (Conger, Kanungo)
- emotional (Goleman's six styles)

Motivational management e.g. Maslow, Herzberg.

### LO2 Explore the factors that influence different management styles and structures in a hospitality 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 hospitality economy e.g. Foursquare

Experience creation vs brands.

### **LO3 Assess current and future management and leadership skills for the hospitality sector**

*Management skills:*

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

Management activities e.g. planning, organising, motivating and controlling

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

*Leadership skills:*

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

Competencies e.g. giving and receiving constructive feedback, actively listening, taking responsibility for both success and failure, managing cultural sensitivity and diversity, global outlook and agility

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

The hard skills of management vs the soft skills of leadership

The growing importance of 'soft skills' for the hospitality industry e.g. understanding the ethos of a diverse and inclusive culture and being able to support team members to carry out work activities that respond to a diverse range of needs

The impact of digital technologies on leadership and management attitudes and behaviours e.g. on drive and flexibility to direct and navigate business through disruptive innovation, empowering virtual teams and communities, agility to balance improving efficiency while promoting innovation.

*Developing capabilities and self-awareness:*

The importance and significance of reflective practice for career development.

#### **LO4 Demonstrate management and leadership skills in a hospitality context**

*The hospitality industry context:*

Differentiate between the many roles and responsibilities of a hospitality manager

Adapting leadership styles to apply in different hospitality business situations e.g. how to lead remote teams, business recovery, project-based teams, and the required hard and soft skills

Principles of change management

Behaviours, communication processes and strategies applied in different hospitality business situations e.g. dealing with conflict, resistance to change, cultural awareness

Defining capabilities and skills to lead the implementation of change in a hospitality business e.g. determination, multicultural perspectives, coaching and mentoring, aligning to changing business goals.

*Developing leaders in the hospitality industry context:*

Redefining capabilities and leadership qualities for a dynamic environment

Development of multicultural leaders from different backgrounds and perspectives

Investment in management and leadership development

Coaching and mentoring opportunities.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Review classical management theories and leadership styles		<b>D1</b> Evaluate a specific organisation's current management and leadership styles, making links to theorists and providing evidence of organisational practice.
<p><b>P1</b> Assess different classical management theories and apply these in a hospitality industry context.</p> <p><b>P2</b> Explain the role of the leader and different leadership styles in a hospitality industry context.</p> <p><b>P3</b> Review the management and leadership styles in a specific hospitality organisation.</p>	<p><b>M1</b> Analyse management and leadership styles in a specific hospitality organisation in relation to organisational structure and culture.</p>	
<b>LO2</b> Explore the factors that influence different management styles and structures in a hospitality industry context		
<p><b>P4</b> Investigate the internal and external factors that influence management styles and structures in a selected hospitality industry organisation.</p>	<p><b>M2</b> Analyse the internal and external factors that influence management styles and structures in a selected hospitality industry organisation, identifying strengths and weaknesses.</p>	<p><b>D2</b> Critically analyse how specific management styles have been influenced and changed by internal and external factors in a selected hospitality industry organisation.</p>

Pass	Merit	Distinction
<b>LO3</b> Assess current and future management and leadership skills for the hospitality sector		<b>LO3 and LO4</b>  <b>D3</b> Critically evaluate how, in response to change, management and leadership skills in the hospitality industry have developed.
<b>P5</b> Assess current management and leadership 'hard' and 'soft' skills, providing evidence from specific hospitality industry examples.  <b>P6</b> Discuss future management and leadership skills required by the hospitality industry and how these can be achieved.	<b>M3</b> Evaluate current and future management and leadership skills that are crucial for the hospitality industry.	
<b>LO4</b> Demonstrate management and leadership skills in a hospitality industry context		
<b>P7</b> Compare and contrast different hospitality industry organisations' change management systems and leadership in implementing change.	<b>M4</b> Analyse how change management affects management and leadership skills and styles.	

## Recommended Resources

### Textbooks

Brooks, I. (2018) *Organisational Behaviour: Individuals, Groups and Organisation*. 5th Ed. Harlow: Pearson.

Ford, R. and Sturman, M. (2024) *Managing Hospitality Organizations: Achieving Excellence in the Guest Experience*. 3rd Ed. London: SAGE Publications.

Huczynski, A.A. and Buchanan, D.A. (2023) *Organisational Behaviour*. 11th Ed. Harlow: Pearson.

Kandampully, J. and Solnet, D. (2024) *Service Management Principles for Hospitality and Tourism in the Age of Digital Technology*. 4th Ed. Dubuque, Iowa: Kendall Hunt Publishing.

Mullins, L. and Rees, G. (2023) *Management and Organisational Behaviour*. 13th Ed. Harlow: Pearson.

### Websites

[www.cipd.co.uk](http://www.cipd.co.uk)

Chartered Institute of Personnel and Development (CIPD)

'Leadership in the workplace factsheet'

(Resource)

[www.i-l-m.com](http://www.i-l-m.com)

Institute of Leadership and Management (ILM)

(General reference)

[www.lmi-world.com](http://www.lmi-world.com)

Leadership Management International (LMI)

(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 17: Professional Identity and Practice*

*Unit 25: Barista to Bar Management*

*Unit 28: Front Office Operations Management*

*Unit 37: Organisational Behaviour Management*

# Unit 6: Managing Food and Beverage Operations

Unit code: F/651/4247

Unit type: Optional

Unit level: 4

Credit value: 15

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## Introduction

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

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

## Learning Outcomes

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

- LO1 Explore the food and beverage industry including different styles of food and beverage service outlets, rating systems and current industry trends
- LO2 Demonstrate professional food and beverage service standards in a real working environment
- LO3 Compare the ways that different food and beverage operations use technology to improve operational efficiency
- LO4 Analyse customer motivations and behaviour and how food service outlets use this information to maximise business success.

## Essential Content

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

#### *Different types of food and beverage service outlet:*

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

#### *The scope of the food and beverage sector:*

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

#### *Rating and classification systems:*

Different types of rating system for the food and beverage sector

How standards for quality are awarded to businesses

The advantages of achieving standards for quality

International rating systems (e.g. Michelin stars) that reflect business performance and standards

The impact of rating systems on business growth.

#### *Current industry trends:*

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

Sustainable agricultural practices and seafood consumption, use of local and seasonal food to reduce the ecological footprint

Growing consumer demand for organic produce, Fairtrade produce, reduced emissions and ethical production

Increased demand for products e.g. fermented foods, probiotics, immune system-supporting foods

Products suitable for special diets e.g. keto, gluten free

Home cooking and education e.g. cooking kits, cooking classes

Hybrid recipes and dishes that combine cuisines from different cultures

Personalised experiences by offering guests special menus, special drink pairings or personalised services

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

*How digital technology is transforming the industry:*

The use of 'big data' and artificial intelligence (AI) for data analysis and increasing business intelligence, the commercial impact of the internet of things, the use of niche apps for new payment solutions and loyalty rewards that are changing consumer habits and behaviours.

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

*Food service skills:*

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

Different food service styles and when each is applied most effectively

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

Delivering a service that will enhance business opportunities e.g. seasonal special offers, promoting a themed drinks menu to complement dishes

Being educated in food knowledge, wine pairings and service quality

Projecting business activity to forecast staff scheduling and service area layout

Monitoring and evaluating food organisation and service

Managing the service requirements to maximise specific business objectives

Dealing with and resolving complaints and issues

Importance of professional conduct to inspire and motivate others.

*Essential personal and professional skills development:*

The maintaining of standards and projecting a professional image, including time management, appropriate conduct and dress codes, communication and customer service skills, developing the right attitude and behaviours, image and personal selling

Demonstrating passion for high-quality food and drink and understanding the key ingredients, preparation, cooking and service methods of menu items to be able to communicate relevant information.

*Beverage service skills:*

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

Pre-service duties, including selecting, ordering and stocking supplies and post-service duties e.g. cashing up, cleaning equipment

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

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

*Manage equipment effectively:*

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

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

Different types of processes and systems that support the storage and maintenance of food service equipment, accompaniments and beverage products to deliver the best result to customers and maximum profit to the business.

*Legal requirements:*

The legal and regulatory requirements for food and beverage service e.g. food safety, health and safety, alcohol licensing and responsible service of alcohol.

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

*Operational technology:*

Use of technologies in operational processes e.g. automated systems used for packaging, scanning products, transporting goods and preparing meals

Robots deployed to automate ingredient-sorting and inspection of food products

Blockchain technologies for securing and auditing the supply chain and ingredients

The impact of digital technologies on the customer service encounter: the use of point-of-sale systems, payment technology, touch screen technology (e.g. self-service screen) and mobile technology for quick service ordering and managed food delivery systems

The use of AI-powered chatbots to answer customer queries quickly and accurately, to enable better customer service and increased engagement

Augmented reality (AR) for creating immersive experiences using product demonstrations and virtual tours.

*Marketing technology:*

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

Benefits of digital transformation in the food and beverage industry e.g. improved efficiency, increased customer engagement, enhanced traceability.

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

*Consumer behaviour:*

The hospitality consumer decision-making process

Factors that influence motivation e.g. needs and wants, preferences and social influences

Factors that motivate consumers to buy e.g. price, quality, brand, convenience

Different factors that influence specific target markets e.g. sustainability, health, wellness.

*Business strategy:*

The importance of marketing planning and strategies to achieve overall business objectives e.g. development of marketing communications that convey a functional or emotional value proposition that is aligned with fulfilling consumer need; the development of new products, features and experiences to meet consumer needs

Use of market research, product selection, staff recruitment and training, branding, price setting, unique selling points (USPs)

Diversifying and adapting business strategy e.g. to meet peaks and troughs of demand

Leveraging data and analytics to anticipate needs and tailor services e.g. restaurants recommend dishes and drinks based on customers' previous orders or preferences

Integrating technology throughout the customer experience to complement human interaction and the personal experience.

## Learning Outcomes and Assessment Criteria

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

Pass	Merit	Distinction
<p><b>LO3</b> Compare the ways that different food and beverage operations use technology to improve operational efficiency</p>		<p><b>LO3 and LO4</b></p> <p><b>D3</b> Critically evaluate the impact of digital technology both on the operations of food and beverage businesses and the significant influence it has on consumer buying behaviour.</p>
<p><b>P6</b> Compare different operational and marketing technologies for a range of different types of food and beverage business.</p>	<p><b>M3</b> Evaluate how digital technology enhances business performance for a range of different types of food and beverage business to meet business objectives.</p>	
<p><b>LO4</b> Analyse customer motivations and behaviour and how food service outlets use this information to maximise business success</p>		
<p><b>P7</b> Investigate the factors that influence the consumer's decision on which food and beverage outlets they choose.</p> <p><b>P8</b> Analyse strategies used in a range of food and beverage outlets to attract and build a loyal customer base.</p>	<p><b>M4</b> Evaluate the effectiveness of strategies used in a range of food and beverage outlets to attract and build a loyal customer base.</p>	

## Recommended Resources

### Textbooks

Cousins, J. and Weekes, S. (2020) *Food and Beverage Service*. 10th Ed. London: Hodder Education.

Davis, B., Pantelidis, I.S., Alcott, P. and Lockwood, A. (2018) *Food and Beverage Management*. 6th Ed. Oxford: Routledge.

Foskett, D., Paskins, P., Pennington, A. and Rippington, N. (2021) *The Theory of Hospitality and Catering*. 14th Ed. London: Hodder Education.

### Websites

[www.fsrmagazine.com](http://www.fsrmagazine.com)

*FSR* magazine

(General reference)

[www.foodservicedirector.com](http://www.foodservicedirector.com)

*Food Service Director* magazine

(General reference)

[www.foodserviceequipmentjournal.com](http://www.foodserviceequipmentjournal.com)

*Food Service Equipment Journal*

(General reference)

[www.thecaterer.com](http://www.thecaterer.com)

*The Caterer*

(General reference)

### Links

This unit links to the following related units:

*Unit 8: Managing Conference and Events*

*Unit 20: Hospitality Consumer Behaviour and Insight*

*Unit 21: Hospitality Procurement and Supply Chain Management*

*Unit 25: Barista to Bar Management*

*Unit 26: Food Service Management*

*Unit 29: Managing and Planning an Event*

*Unit 34: Facilities Management*

# Unit 7: Managing Accommodation Services

**Unit code:** K/616/1794

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

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## Introduction

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

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

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

## Learning Outcomes

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

- LO1 Explain the types of accommodation services available within the hospitality industry
- LO2 Discuss the role of the front office department within accommodation services
- LO3 Assess the contribution of the housekeeping department to providing effective accommodation services
- LO4 Explore the role facilities and security play within accommodation services.

## Essential Content

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

#### *Different types of accommodation services:*

Different types and categories of accommodation providers

Global hotel chains and consortia

Serviced and non-serviced businesses

Different business purposes, objectives and supply of products and services

The size and contribution to gross domestic product (GDP)

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

#### *Scale and scope of accommodation services:*

Luxury, mid-range, budget or limited service

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

Staffing levels within different types of accommodation provider.

#### *Ownership and affiliations:*

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

#### *Classification, grading and online guest review sites:*

Different types of classification system

Issues related to classification systems

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

The role of classification, grading and review sites in hospitality consumer decision-making.

#### *Trends in accommodation services:*

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

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

*The impact of digital technology on accommodation services:*

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

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

## **LO2 Discuss the role of the front office department within accommodation services**

Functional areas of the front office: reservations, reception, guest services, concierge and night audit

Front office organisational charts.

*Roles and responsibilities:*

Different functional roles of the front office manager, reservation manager, reception manager, guest services manager, night audit manager and head concierge

Front office staff, and the skills, qualities and competencies required for different functional roles

The importance of the role of front office services and the interrelationships between the different functional areas

The importance of revenue management and the responsibilities in different functional areas in terms of setting pricing strategies, demand forecasting, inventory management and distribution channel management.

The role of front office operations in relation to overall business mission and objectives to maximise revenue and optimise occupancy.

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

Role of housekeeping within different types of accommodation service

In-house vs contracted-out housekeeping.

*Roles and responsibilities:*

The key role and responsibilities of the executive housekeeper e.g. managing human resource (HR) concerns including high turnover, recruitment, selection, training, scheduling, budgeting and employee motivation

Managing a multicultural team.

*Managing and forecasting inventories:*

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

Consumable vs non-consumable items

Forecasting stock levels and establishing operating par stock levels.

*Budget and control of expenses:*

Operating vs capital expenditure budget

Actual costs vs budgeted costs

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

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

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

*Guest room cleaning:*

Room assignments, inspections and turndown service

Room status codes

Daily cleaning, deep-cleaning and maintenance of rooms

Rules and regulations concerning the use of chemicals and equipment.

*Environmentally friendly procedures for sustainable housekeeping:*

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

Integrating sustainable practices with guest loyalty schemes.

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

Front office, food and beverage, conference and events.

## LO4 Explore the role facilities and security play within accommodation services

### *Roles and responsibilities:*

Key roles and functions of facilities manager, maintenance engineers, security manager, security guards.

### *Maintenance:*

Different types of maintenance: routine, preventative and scheduled

Cost implications of maintenance requirements

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

### *Relationship between maintenance department and the housekeeping department:*

How faults are communicated to the maintenance department

Work orders and allocation

Computerised maintenance management systems.

### *Security:*

Key card access, after-hours access to the property

Risk assessment security plans, alarms, camera systems, health and safety and fire procedures.

## Learning Outcomes and Assessment Criteria

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

Pass	Merit	Distinction
<p><b>LO3</b> Assess the contribution of the housekeeping department to providing effective accommodation services</p>		<p><b>LO3 and LO4</b></p> <p><b>D2</b> Critically evaluate the importance of communication between the housekeeping and facilities department for providing effective quality accommodation services that meet overall guest satisfaction.</p>
<p><b>P6</b> Review the key roles found within the housekeeping department in a selected organisation.</p> <p><b>P7</b> Assess the importance of forecasting linen stock and other guest supplies to ensure sufficient supply to meet demand.</p> <p><b>P8</b> Illustrate the importance of interrelationships between housekeeping and other key departments within a selected organisation to provide quality provision and services.</p>	<p><b>M3</b> Evaluate the relationship between the housekeeping department and other key departments in a selected organisation to provide effective quality accommodation services.</p>	
<p><b>LO4</b> Explore the role facilities and security play within accommodation services</p>		
<p><b>P9</b> Examine the importance of scheduling maintenance or repair work to minimise disruption to guests.</p> <p><b>P10</b> Discuss the importance of security within a selected organisation.</p>	<p><b>M4</b> Assess the role maintenance plays within accommodation services in ensuring overall guest satisfaction.</p>	

## Recommended Resources

### Textbooks

Hayes, D., Miller, A. and Ninemeier, J. (2016) *Hotel Operations Management*.  
3rd Ed. Harlow: Pearson.

Helberg, P. (2022) *Hotel Housekeeping: Operations and Management*.  
New York: Murphy and Moore Publishing.

Vallen, G. and Vallen, J. (2017) *Check-In Check-Out: Managing Hotel Operations*.  
10th Ed. Harlow: Pearson.

### Websites

[www.boutiquehotelier.com](http://www.boutiquehotelier.com)

*Boutique Hotelier*

(General reference)

[ilha.org](http://ilha.org)

International Luxury  
Hotels Association  
(ILHA)

(General reference)

[www.hoteliermagazine.com](http://www.hoteliermagazine.com)

*Hotelier*

(General reference)

[hotelierInternational.com](http://hotelierInternational.com)

*Hotelier International*

(General reference)

### Links

This unit links to the following related units:

*Unit 11: Managing Front Office Operations*

*Unit 27: Revenue Management*

*Unit 28: Front Office Operations Management*

*Unit 34: Facilities Management*

# **Unit 8: Managing Conference and Events**

**Unit code:** H/651/4248

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

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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 the different types of event and profile real events from different event categories. Students will learn how to set up a variety of conferences and events using appropriate types of equipment and resources.

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

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, and have transferable skills in safety, which are invaluable for any area of the events sector.

## Learning Outcomes

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

- LO1 Investigate the different categories and dimensions of events within the events sector
- LO2 Examine the considerations for conference and event room set-ups, defining the professional standards required
- LO3 Explore the management skills required to work within the events environment and successfully deal with stakeholders
- LO4 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: private, corporate, charity e.g. weddings, private parties vs 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, trade shows

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

The value and economic contribution of the events sector

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

#### *Features of events:*

The different considerations of an event depending on its type

The factors that influence the choice of location, venues, budgets, duration and entertainment provision e.g. purpose, type of client, type of guest, size

The sustainability of venues and suitability e.g. use of renewable energy, recycling, controlled power and air conditioning, access using public transport

Following international standards for sustainable events (e.g. ISO 20121 guidance) and best practice to help to manage events and control their social, economic and environmental impact

Build partner relationships between stakeholders, conduct negotiations (if required), make formal business agreements, foster/maintain relationships.

#### *Current trends within the event industry:*

The impact of digital technology in the events sector e.g. use of events apps, live-streaming, visual animation walls, 3D immersive maps

The impact of artificial intelligence (AI) and generative AI to support event content and campaigns, leveraging AI analytics to personalise attendee experiences

The use of virtual reality (VR) and augmented reality (AR) to create immersive and memorable experiences

Sustainability initiatives e.g. sustainable venues and suppliers, opting for locally sourced food options, reducing single-use plastics

The rise of hybrid events and integrating virtual elements e.g. virtual networking lounges

Accessibility and inclusivity at events

Increasing safety and security requirements

New and innovative types of events.

## **LO2 Examine the considerations for conference and event room set-ups, defining the professional standards required**

### *Meeting room configurations:*

Different types of set-up to align with objectives and priorities e.g. conferences and meetings focusing on networking and professional development, classes and seminars on education

Space utilisation for comfort and to accommodate the number of guests and the activities they will engage in, considerations for open networking, team building or breakout groups, lounges or quiet areas, keynote speakers and panels

Room layout and design set-up e.g. theatre style, U-shape and boardroom

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:*

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

Audiovisual elements e.g. microphones, loudspeakers, video screens

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 centre facilities

Special requirements for different client groups e.g. children, older people, 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:*

Different types of event job roles and duties e.g. events assistant, events coordinator, events planner, events administrator, events manager, events specialist

The importance of effective interrelationships 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

Meeting the needs of the event team, clients, vendors and set-up crew

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

Coordination of different functions to minimise disruption

Establishing key performance indicators (KPIs) for events

Process for monitoring and recording quality and quantity of related products and/or services linked to event, stakeholder availability, event staffing issues and logistics

Track and analyse enquiries to fulfil forecast business levels

Dealing with variances to ensure event success.

*Personal attributes and skills:*

Skills required for effective management of events e.g. establishing working relationships, managing finances within a budget, leading and managing people, coordinating event infrastructure

Key skills for events management e.g. highly organised and proactive, anticipating and solving problems quickly to ensure stakeholder satisfaction

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**

*Policies and procedures:*

The importance of policies and procedures for successful event management e.g. insurance, caring for event participants with additional requirements, employing event personnel, environmental policy, handling hazardous materials, handling cash, health and safety, staff/guest code of conduct, handling of food, traffic management

Importance of sourcing expert advice, consultation and/or information on required policies and procedures

Process of updating existing policies and procedures or drafting new documents as required.

*Providing a 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, provision of emergency services, first aid

The importance of signage and orientation.

*Providing a 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.

*Safe environment for staff:*

Legal responsibilities and requirements

Training and development

Providing personal protective equipment (PPE)

Providing the correct equipment and tools required and giving accurate briefings.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Investigate the different categories and dimensions of events within the events sector		<b>D1</b> Critique the development of the events sector, providing specific examples from a range of different categories of events.
<p><b>P1</b> Examine the different categories and dimensions of events using specific examples to illustrate the differences.</p> <p><b>P2</b> Using specific examples from different categories of events, discuss the features and current trends influencing the events sector.</p>	<p><b>M1</b> Analyse current event trends to explain how events are adapting to stay innovative, using specific examples from different categories of events.</p>	
<b>LO2</b> Examine the considerations for conference and event room set-ups, defining the professional standards required		<b>D2</b> Justify choices made for the design and layout to set up a conference or event correctly and exceed specific client expectations and needs.
<p><b>P3</b> Design an event layout to correctly set up a conference or event room to meet specific client brief and requirements.</p> <p><b>P4</b> Examine the additional services available within a conference or event environment and the importance of providing them to meet specific client requirements for added value.</p>	<p><b>M2</b> Evaluate the quality of the design and layout in meeting client expectations and needs.</p>	

Pass	Merit	Distinction
<b>LO3</b> Explore the management skills required to work within the events environment and successfully deal with stakeholders		<b>D3</b> Critically evaluate management skills required in the events industry, making and justifying recommendations to meet stakeholder requirements.
<p><b>P5</b> Explore the different management roles within the events industry with reference to current job opportunities in the sector.</p> <p><b>P6</b> Review the management skills and personal attributes required to work within the events industry and meet stakeholder needs and expectations.</p>	<b>M3</b> Evaluate the impact of management skills on creating a successful event to meet stakeholders' needs and expectations.	
<b>LO4</b> Explain the measures required to manage a secure and safe events environment for staff and guests		<b>D4</b> 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.
<b>P7</b> Explain the appropriate measures required to provide a secure and safe event venue, a safe environment for guests and a safe working environment for event staff, providing specific examples.	<b>M4</b> Compare the security and safety provision for specific examples of events.	

## Recommended Resources

### Textbooks

- Bladen, C., Kennell, J., Abson, E. and Wilde, N. (2022) *Events Management: An Introduction*. 3rd Ed. Abingdon: Routledge.
- Bowdin, G., McDonnell, I., Allen, J., Jago, L., Harris, R. and O'Toole, W. (2023) *Events Management*. 4th Ed. Abingdon: Routledge.
- Ferdinand, N. and Kitchen, P. (2021) *Events Management: An International Approach*. 3rd Ed. London: SAGE Publications.

### Websites

- |  |  |
|--|--|
| <a href="http://www.abpc.org">www.abpc.org</a>                         | Association of British Professional Conference Organisers (ABPCO)<br>(General reference) |
| <a href="http://event-managers.institute">event-managers.institute</a> | Institute of Event Management (IEM)<br>'Recognition'<br>(Development)                    |
| <a href="http://www.ifea.com">www.ifea.com</a>                         | International Festivals and Events Association (IFEA)<br>(General reference)             |

### Links

This unit links to the following related units:

*Unit 5: Leadership and Management for Hospitality*

*Unit 29: Managing and Planning an Event*

*Unit 30: Global Events*

# Unit 9: Managing Food Production

**Unit code:** Y/651/2471

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

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## Introduction

The food production industry is one of the oldest and most significant global industries. In addition to providing food, it generates economic activity and jobs for millions of people. Head chefs, executive chefs and kitchen managers have to ensure that teams, management structure, supply chains, monitoring processes, resources and knowledge are in place in the correct balance to ensure that quality, cost-effective, profitable, efficient and safe preparation and production of food is achieved, according to the organisation's style and business targets.

Hospitality students will acquire a basic knowledge of the special factors associated with planning and managing a food production business.

The aim of this unit is to enable students to examine different approaches and methods applied to food production planning, preparation and management in a professional kitchen.

## Learning Outcomes

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

- LO1 Explain the different types of food preparation and production systems and the factors that influence their design
- LO2 Identify the key areas of food production that require planning and the methods for planning them to allow optimum profit margins
- LO3 Manage resources to deliver a consistent, safe and timely food production operation to meet the needs and expectations of the customer and business
- LO4 Use a variety of methods to monitor the different areas of food production to be taken to ensure a safe and efficient operation.

## Essential Content

### LO1 Explain the different types of food preparation and production systems and the factors that influence their design

*Different types of food preparation and production system:*

Definition and processes of the different types of food preparation and production systems

The advantages and disadvantages of different food production systems: assembly kitchens, centralised production kitchens, traditional section kitchens, event catering kitchens, galley kitchens, ghost kitchens

The advantages and disadvantages of different food preparation systems: cook-chill, cook-freeze, traditional preparation (e.g. pan-frying, steaming, roasting), sous vide cooking, batch cooking, molecular gastronomy.

*The factors that influence the food production and preparations system design:*

The type of cuisine offered e.g. theme of the food business

Food quality level, the size of the business and the frequency of service

The design and layout of the kitchen: purpose of the kitchen, size and style, ergonomics, ventilation, utilities and equipment requirements

Food safety requirements e.g. linear workflow, ventilation, regulations and legislative requirements, cleaning

Efficiencies e.g. efficient and safe workflow, energy efficiency

Regulations and legislative requirements: food safety, hygiene and health and safety, maintenance and cleaning

Receiving stock and storage requirements

Cost considerations e.g. investment budget, potential customer spend.

### LO2 Identify the key areas of food production that require planning and the methods for planning them to allow optimum profit margins

*Key areas of food production that require planning:*

The processes for procurement of food ingredients and commodities, including purchasing specifications and appropriate supplier selection e.g. establishing supply chain

Menu and recipe creation

Creating standardised systems and standard operating procedures (SOPs) to ensure consistency and quality of food

The need for food safety planning

Planning of staff, equipment, pricing policy and cost control

How to establish protocols for cleaning, pest control, chemical control, use and storage, personal protective equipment uses, food holding and storage, food handling, supplier delivery and storage.

*Menu planning:*

The importance of collating information about customer needs and wants

Theme of the restaurant, menu balance, variety of ingredients, nutrition, creativity, availability of ingredients, methods of cooking, timing (e.g. length of time customer is willing to wait), responding to fads, trends and fashions, menu design.

*Procurement planning:*

Traceability of food, reputation of suppliers, accreditations of supplier, distance of supplier, facility of delivery (e.g. timing for ordering and time of delivery), range of food on offer, quantity of food available, quality of food available, facility of payment e.g. level of credit available

Sourcing produce required at a price that allows optimum profit margins, value for money.

*Food safety planning:*

Allergy control, Hazard Analysis and Critical Control Point (HACCP), cleaning, pest control, staff training, chemical control, food handling, storage of food ingredients.

*Staff planning:*

Level of skills and experience, numbers, personal protective equipment (PPE), training needs of staff to know how to prepare menus according to the equipment and facilities available and to maximise staff productivity and performance to deliver quality food to consistent brand standards

Allocation of people and resources to required tasks according to the style of service and the menu

Appropriate team structure in the different food preparation and production systems

The standard operating procedure (SOP) creation process from creating the standard to testing it and adjusting it.

*Planning for pricing policy and cost control:*

Cost efficiencies that involve calculating the sales mix and the balance of price and offers, calculating the cost and price of dishes, the importance of calculating profit margin ratios in accordance with organisational policy.

### **LO3 Manage resources to deliver a consistent, safe and timely food production operation to meet the needs and expectations of the customer and business**

*Key roles and responsibilities for effective kitchen management:*

Managing different resources: human, financial and physical.

*Managing human resource:*

The training and development of kitchen team members to deliver consistent and timely food production operations, the training required by legislation, motivating staff members, mentoring and coaching, incentives, appraisal

The importance of scheduling and implementing monitoring, staff training, maintenance or repair work in ways that minimise disruption to customers.

*Managing financial resource:*

Financial considerations to meet the needs and expectations of the customer and business, including adherence to brand standards where appropriate

Using financial tools, forecasting costs, sales and profit, break-even point.

*Managing physical resource:*

The effective management of kitchen equipment and resources in line with legislative and operational requirements

The importance of scheduling and implementing monitoring, maintenance (servicing) or repair work in ways that minimise disruption to customers

Organising regular cleaning of equipment to prolong its life

Training staff to use equipment in a way that minimises damage.

*Standard operational procedures (SOPs):*

The importance of SOPs to deliver consistent, safe and timely food production

Definition of SOP, usage, the management of SOP

How to create a detailed SOP for different aspects of food production e.g. food hygiene, recipes, dry store management (stock rotation, handling requisitions), how to clean cooking equipment, how to use equipment, how to prepare some big food items (whole chicken, whole fish)

Selecting key performance indicators (KPIs) to include in the SOP e.g. portion control, time control, food safety.

#### **LO4 Use a variety of methods to monitor the different areas of food production to be taken to ensure a safe and efficient operation**

*Different areas of food production to monitor:*

- equipment
- staff performance
- standard operations policies
- food quality and presentation
- customer satisfaction, based on food quality
- stock control and waste level
- cost/portion control
- food safety
- health and safety.

*Variety of methods to monitor:*

Methods to carry out and record inspections, observations, taking sample of food for analysis, hiring consultant to perform audits for food hygiene control

Understanding the impacts of poor food safety on business and customers

Mechanisms for monitoring production yield, portion control and costs to achieve budgetary targets and business objectives

The monitoring of stock rotation and waste

Performance management to monitor and evaluate staff performance e.g. appraisal, performance management plan

Monitoring food presentation to maintain standards and customer satisfaction

Monitoring food quality according to recipes and specs, using mystery guest/quality assurance audits, using customer feedback

Health and safety procedures and compliance with regulations

The benefits of variance analysis to assist with managing budgets and budgetary control.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explain the different types of food preparation and production systems and the factors that influence their design		<b>D1</b> Critically evaluate a range of food preparation and production systems and how they have been designed to meet customer requirements and different businesses, with specific examples.
<b>P1</b> Explain a range of different types of food preparation and production system.  <b>P2</b> Discuss the influences on the design of a range of food preparation and production systems.	<b>M1</b> Evaluate a range of food preparation and production systems and how they have been designed to meet different business and customer requirements.	
<b>LO2</b> Identify the key areas of food production that require planning and the methods for planning them to allow optimum profit margins		<b>D2</b> Evaluate specific examples of different approaches to and methods for planning food preparation and production and make recommendations on SOPs for maximising quality and efficiency in operations, identifying variances and actions to be taken.
<b>P3</b> Determine the key areas for planning food preparation and production to meet differing business requirements.  <b>P4</b> Explain key methods for planning food preparation and production, providing specific examples to illustrate different approaches.	<b>M2</b> Compare specific examples of different approaches to planning food preparation and production to meet differing business requirements.	

Pass	Merit	Distinction
<p><b>LO3</b> Manage resources to deliver a consistent, safe and timely food production operation to meet the needs and expectations of the customer and business</p>		
<p><b>P5</b> Determine the resources required to deliver a consistent, safe and timely food production operation.</p> <p><b>P6</b> Outline the processes and procedures required to ensure that resources are managed effectively and efficiently to meet overall customer and business needs.</p> <p><b>P7</b> Produce a basic set of standard operating procedures (SOPs) used to manage resources in line with some key performance indicators (KPIs).</p>	<p><b>M3</b> Review different processes and procedures required to ensure that resources are managed effectively and efficiently to meet overall customer and business needs.</p> <p><b>M4</b> Construct a set of high quality and detailed standard operating procedures (SOPs) to ensure that food production fully meets business key performance indicators (KPIs).</p>	
<p><b>LO4</b> Use a variety of methods to monitor the different areas of food production, to be taken to ensure a safe and efficient operation</p>		
<p><b>P8</b> Apply a variety of methods for monitoring food production to identify and deal with variances as well as the possible effects of these deviations and how to deal with them to ensure a safe and efficient operation.</p>	<p><b>M5</b> Compare approaches to monitoring food production including their success in identifying potential variances, their impacts and how these are dealt with.</p>	

## Recommended Resources

### Textbooks

Cousins, J., Foskett, D., Graham, D. and Hollier, A. (2023) *Food and Beverage Management*. 6th Ed. Oxford: Goodfellow Publishers Limited.

Draz, J. and Koetke, C. (2023) *The Culinary Professional*. 4th Ed. Tinley Park, Illinois: Goodheart-Willcox Company Inc.

Foskett, D., Paskins, P., Pennington, A. and Rippington, N. (2021) *The Theory of Hospitality and Catering*. 14th Ed. London: Hodder Education.

Giousmpasoglou, C., Marinakou, E., Zopiatis, A. and Cooper, J. (2022) *Managing People in Commercial Kitchens: A Contemporary Approach*. Abingdon: Routledge.

Gössling, S. and Hall, C.M. (2021) *The Sustainable Chef: The Environment in Culinary Arts, Restaurants, and Hospitality*. London: Routledge.

Labensky, S., Hause, A. and Martel, P. (2024) *On Cooking: A Textbook of Culinary Fundamentals*. 7th Ed. Harlow: Pearson.

Sprenger, R.A. (2024) *Hygiene for Management*. 21st Ed. Doncaster: Highfield Products Ltd.

Walker, J.R. (2021) *The restaurant: From Concept to Operation*. 9th Ed. Hoboken: John Wiley & Sons.

### Websites

[foodmanagement.today](https://www.foodmanagement.today)

*Food Management Today*

(General reference)

[www.food.gov.uk](https://www.food.gov.uk)

Food Standards Agency

(General reference)

[www.hse.gov.uk/](https://www.hse.gov.uk/)

Health and Safety Executive (HSE)

(General reference)

### Links

This unit links to the following related units:

*Unit 12: Creative Patisserie and Artisan Bakery*

*Unit 22: Menu Development, Planning and Design*

*Unit 23: Creative Kitchen Management*

*Unit 24: Food Innovation*

# Unit 10: International Gastronomy

**Unit code:** A/616/1797

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

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## Introduction

This unit is designed to introduce students to the principles of international gastronomy, enabling them to explore the relationship between culture and food. They will start to develop an appreciation of gastronomy and investigate current trends in the hospitality industry.

They will have the opportunity to respond to the trends investigated and will practise and develop skills in the preparation and cooking of gastronomic delights. Students will use a range of evaluation techniques to explore the quality of the products researched and produced.

A continuing trend for travel and eating out has fuelled the demand for innovative food with increasingly high expectations of flavour and presentation, which continues to grow with new restaurants appearing weekly.

The knowledge, understanding and skills that students will gain on successfully completing this unit will broaden their career aspirations within the hospitality industry.

## Learning Outcomes

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

- LO1 Explore current international gastronomic trends and developments
- LO2 Create and develop a gastronomic experience
- LO3 Apply food preparation and cooking skills to produce gastronomic dishes in a safe and hygienic manner
- LO4 Evaluate the quality of gastronomic dishes, making recommendations for improvement.

## Essential Content

### LO1 Explore current international gastronomic trends and developments

#### *Definition of gastronomy:*

An introduction to gastronomy, what it is, how is it defined and how it has evolved.

#### *International diversity:*

International gastronomy from different countries and cultures e.g. Europe, Asia, the Americas, Africa, both regional and national.

#### *Potential key influences:*

The impact of external macro factors, including political, economic, social, technological, legal and environmental considerations

How culture and history influences food choice and fallacies

Food choice related to religion, culture, ethical and moral beliefs and medical conditions.

#### *Trends:*

The growth of organic, vegan and vegetarian options, gluten-free and artisan foods

Sustainable principles e.g. using local and seasonal products, zero waste goals and reducing plastic

Innovative solutions e.g. meat alternatives, and laboratory-grown meat

The rise of fermented foods and drinks e.g. kimchi, kombucha

Trends in new wines, spirits, cocktails and other alcoholic/non-alcoholic beverages

The changing nature of the dining experience, including different service methods and modern restaurant concepts, street food trucks, pop-up dining

Increasing cultural diversity and awareness, concept cuisines, fusion cuisines, role of skilled workers, entrepreneurs.

#### *Operations:*

Systems management, client base and choices.

## LO2 Create and develop a gastronomic experience

### *Menu development and policy overview:*

The principles of menu planning

Exploring different types of menu, looking at the balance of ingredients and dishes, demonstrating creativity, adjusting basic recipes, using innovative presentation techniques

Meeting consumer expectations e.g. religious, cultural and ethnic influences and dietary requirements

Cost vs quality

Exploring and incorporating food fads and trends, fashions and themes.

### *Menu compilation:*

Different factors that influence menu choice and compilation e.g. flavour combinations and taste, colour contrast, texture, suitability and consistency of portion size, nutritional value

Personalised menus that offer guests special menus, special drink pairings

Health and nutritional options e.g. plant-based options, menus that meet different dietary requirements

Use of traditional and seasonal ingredients for authenticity and quality

Presentation and food styling, use of garnishes and decorative techniques to improve the aesthetic qualities, demonstrate portioning, presenting and finishing.

### *Recipe development:*

The combination of flavours, textures, and nutrients:

- flavours (e.g. sweet, sour, salty, bitter)
- textures (e.g. crunchy, creamy, chewy)
- nutrients (e.g. protein, carbohydrates, fat)

Selecting and sourcing ingredients

Use of creativity, cookery styles and nutritional composition

Recipe development for fresh commodities, prepared foods, cook-chill/freeze, batch cookery

Amending recipes to include the most appropriate ingredients, processes, cooking methods and portion sizes.

*Menu presentation:*

The use of language, terminology and design

Transparency of content, providing more information about the ingredients and source of foods and beverages.

*Idea screening and concept testing:*

Developing and marketing concepts: testing the feasibility of ideas and concepts

Managing costs and production issues.

*Food service systems:*

Variations to standard service methods (silver, table, buffet, food presentation) in addressing consumer needs and expectations.

*Creating ambience:*

Developing theme relationships and how to create the meal experience

The importance of service staff uniforms or dress code

Design and décor e.g. selection of furniture, decoration, lighting, music, background sound

Use of glass, mirrors, wood and contemporary materials to create the appropriate ambience.

**LO3 Apply food preparation and cooking skills to produce gastronomic dishes in a safe and hygienic manner**

*Preparation:*

Efficient planning and utilisation of time

Matching food orders to menu requirements: selecting and using appropriate equipment, commodities and methods

Technological developments to support better health and food production, including fortification and modified foods with health benefits

Application of food hygiene and safety.

*Cooking:*

Different cooking methods and processes e.g. timing, quality, selecting and using appropriate equipment

Selecting and adjusting the cooking process and length of time to suit the ingredient

Use of testing and sensory evaluation skills, adjusting where needed, to improve the recipe during the preparation and cooking process e.g. taste and season during the cooking process

The use of infusions, herbs and spices, paste, jus, reduction to change the flavours

Techniques to change texture and flavour, use browning (dextrinisation, caramelisation) and glazing, add crust, crisp and crumbs.

*Professionalism:*

The importance of professional conduct and attitude, including attentiveness, body language, attention to detail, treating colleagues with respect, effective communications, responsible working practices, teamwork, codes of practice

High standard of personal appearance including proper and well-maintained uniform.

*Safety and hygiene:*

The use of safe and hygienic practices

The implications of key health and safety and food safety legislation.

**LO4 Evaluate the quality of gastronomic dishes, making recommendations for improvement**

*The purpose of evaluation:*

Sources of information for customers, colleagues, staff and management

Methods of data collection: qualitative, quantitative, objectives, targets, types of written and oral feedback

Measuring data e.g. accuracy, relevance, reliability, validity

Improvements and recommendations.

*Techniques:*

Collecting information: sources of information, including personal, family, friends, members of the public

Qualitative/quantitative feedback, making reasoned judgements based on available information

Five senses: detection and perception of flavour and texture.

*Criteria:*

Types of criteria e.g. nature of food and drink experience, suitability for purpose, environment, ambience, quality of product and service, time factors, level of care and satisfaction, value for money.

*Recommendations for improvement:*

Making justified recommendations for improvement

Areas for consideration e.g. time management, cost of dishes, evaluating quality of dishes and whether customer expectations were met.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explore current international gastronomic trends and developments		<b>LO1 and LO2</b>  <b>D1</b> Analyse the influence of local culture and commodities on creating and developing a memorable gastronomic experience for a selected country that exceeds customer expectations.
<b>P1</b> Examine international trends and developments in contemporary gastronomy.	<b>M1</b> Assess the influence of different cultures on current trends in gastronomy.	
<b>LO2</b> Create and develop a gastronomic experience		
<b>P2</b> Investigate the flavours, commodities and cooking styles of a selected country.  <b>P3</b> Plan a profitable menu in accordance with business objectives to reflect the food and culture of a selected country.  <b>P4</b> Create and deliver a gastronomic experience that reflects the food and culture of a selected country.	<b>M2</b> Construct a profitable and detailed menu that justifies the selection of appropriate dishes, ingredients and flavour combinations for a gastronomic experience.  <b>M3</b> Create and deliver an immersive gastronomic experience that embodies the food and culture of a selected country to meet customer expectations.	
<b>LO3</b> Apply food preparation and cooking skills to produce gastronomic dishes in a safe and hygienic manner		<b>LO3 and LO4</b>  <b>D2</b> Critique the production of gastronomic dishes using feedback to make informed recommendations for improvement.
<b>P5</b> Prepare food for a range of gastronomic dishes that are appropriate to meet different customer requirements.  <b>P6</b> Apply different cooking methods and processes to produce a range of gastronomic dishes in a safe and hygienic manner.	<b>M4</b> Demonstrate the effective application of a range of culinary skills in the preparation, cooking and presentation of gastronomic dishes.	
<b>LO4</b> Evaluate the quality of gastronomic dishes, making recommendations for improvement		
<b>P7</b> Evaluate the quality of gastronomic dishes using a range of techniques.  <b>P8</b> Make recommendations for improvements based on collated feedback using a range of techniques.	<b>M5</b> Review feedback to make realistic recommendations for improvements to a range of gastronomic dishes.	

## Recommended Resources

### Textbooks

Foskett, D., Paskins, P., Pennington, A. and Rippington, N. (2021) *The Theory of Hospitality and Catering*. 14th Ed. London: Hodder Education.

Crown, J. (2024) *Hypnotic Gastronomy: Tailoring the Sensory Expression for Every Bite*. Independently published.

The Culinary Institute of America (2024) *The Professional Chef*. 10th Ed. Chichester: John Wiley & Sons.

### Websites

[www.bbc.co.uk/food](http://www.bbc.co.uk/food)

BBC Food  
(General reference)

[www.foodtimeline.org](http://www.foodtimeline.org)

The Food Timeline  
(General reference)

[www.restaurantonline.co.uk](http://www.restaurantonline.co.uk)

*Restaurant*  
(General reference)

[www.thecaterer.com](http://www.thecaterer.com)

*The Caterer*  
(General reference)

### Links

This unit links to the following related units:

*Unit 1: The Contemporary Hospitality Industry*

*Unit 9: Managing Food Production*

*Unit 22: Menu Development, Planning and Design*

*Unit 24: Food Innovation*

*Unit 33: Diet and Nutrition*

# Unit 11: Managing Front Office Operations

**Unit code:** A/651/2472

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

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## Introduction

The front office department is an essential hub in the operation of a hotel. It is a vital element of the guest cycle, covering the arrival, occupancy and departure stages.

Customer service is an essential element of the management of a front office and so it is important that the operations of the front office department are seamless to ensure good customer service and customer experience through efficient operations.

This unit will provide students with an understanding of the systems and procedures required for effective front office operations. It provides an overview of the function, supervisory and management aspects of the front office department. The intention is to enable students to develop the knowledge and skills required to manage and supervise departmental processes and procedures with an ultimate goal of meeting and surpassing customer needs and expectations. It will also consider the interdepartmental and intradepartmental functions and policies and procedures that ensure efficient operation of the front office department and assess their impact on operational effectiveness and customer service.

## Learning Outcomes

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

- LO1 Explore the role and functions of effective front office operations
- LO2 Discuss the role and function of reservations, reception and the cashier department
- LO3 Develop procedures for check-in and check-out to ensure customer satisfaction
- LO4 Develop guest account processes that meet customer requirements.

## Essential Content

### LO1 Explore the role and functions of effective front office operations

#### *Front office operations:*

The different roles and functions of front office operations: reception, advance reservations, cashiering, guest relations, switchboard, concierge, portering

The organisational structure and role and responsibilities of front office staff and their links with other departments, including solving customer service problems

The impact of the 'guest cycle' on front office operations

Property management systems and their support in effective operations

The security and safety responsibilities of front office operations, including security aspects, data protection, manual and electronic keys, safety deposit boxes, room safes.

#### *Guest communication:*

Guest communication services, including switchboard, incoming and outgoing mail, internet and social media communication

Effective and professional guest communication processes and systems, online and offline

Guest communication needs and support services e.g. guest business centre

Staffing requirements to deliver effective customer communications e.g. strong communication skills, multilingual staff, diversity and cultural sensitivity.

### LO2 Discuss the role and function of reservations, reception and the cashier department

#### *Front office functions:*

The information that is required to make customer reservations

The manual and electronic systems used to support the reservation, reception and cashier functions e.g. room allocation, confirmation procedures, deposits and guaranteed arrivals

The different methods of guaranteeing reservations e.g. advanced deposits, prepayments

Procedures used to support reservation, reception and the cashier functions, including reservation status, release times, cancellation procedures, handling corporate and group reservations, booking bedrooms for conference and banqueting events, balancing availability and inventory management

The use of industry terminology in relation to international reservations from a product and operational perspective.

### **LO3 Develop procedures for check-in and check-out to ensure customer satisfaction**

#### *Check-in and Check-out processes*

Procedures for receiving and checking-in guests to ensure customer satisfaction

The different procedures to manage bookings and reservations, including arrivals and departures lists, room lists and functions lists

The manual and electronic systems used to track room status

Customer-focused policies and procedures required to deal with chance arrivals, group check-in, non-arrivals and walk-in guests that ensure customer satisfaction

Effective customer care policies and procedures in relation to VIPs and guests with special requirements

Appropriate customer service techniques for existing guests and their needs e.g. wake-up calls and newspaper delivery

Policies and procedures in relation to preparing accurate accounts for customers, including posting charges, preparing and presenting guest bills, payment procedures, accepting different methods of payment

Customer-focused policies and procedures required for customer check-out, including express check-out, recording deposits and prepayments, processing visitors' paid outs (VPOs), disbursements.

#### **LO4 Develop guest account processes that meet customer requirements**

Procedures for handling guest payments, including petty cash, foreign currency exchange, safe cash handling, credit worthiness and credit control

Front office accounting systems, including machine billing and computer billing, operational reports

Accounting and banking procedures that meet customer and legal requirements, including documentation, bank reconciliation, administering floats, night audit, ledger accounts

Optimising billing strategies e.g. integrating billing systems with property management software, adopting mobile payment solutions, streamlining processes for tracking and monitoring multiple payment methods.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explore the role and functions of effective front office operations		<b>LO1 and LO2</b>  <b>D1</b> Critically evaluate the safety process and its relevance to different customers and packages and how international terminology and communication considerations affect guest service, customer satisfaction and customer loyalty.
<b>P1</b> Examine the different functions of the front office department.  <b>P2</b> Discuss the various elements of the guest cycle and the impact they have on effectiveness of front office operations and guest satisfaction.	<b>M1</b> Evaluate the importance of effective communication and tools used for effective operations within the front office and other departments.	
<b>LO2</b> Discuss the role and function of reservations, reception and the cashier department		
<b>P3</b> Explore the different information required to make reservations, the systems used and types of payment.  <b>P4</b> Explain the different ways in which reservations may be guaranteed based on the booking and customer types.	<b>M2</b> Analyse the different procedures essential to effective front office operations that support the reservations, cashiering and different types of booking and event.	

Pass	Merit	Distinction
<p><b>LO3</b> Develop procedures for check-in and check-out to ensure customer satisfaction</p>		<p><b>LO3 and LO4</b></p> <p><b>D2</b> Examine the importance of policies, procedures and guest account processes and their importance to front office operations, guest satisfaction and compliance.</p>
<p><b>P5</b> Explain the front office processes that are essential to customer satisfaction.</p> <p><b>P6</b> Devise a series of steps and operational procedures for check-in and check-out management to ensure a smooth and efficient experience for guests.</p>	<p><b>M3</b> Create a series of steps and procedures to enhance customer care and guest account management.</p>	
<p><b>LO4</b> Develop guest account processes that meet customer requirements</p>		
<p><b>P7</b> Explain the different payment processes and how they affect the operational processes in a front office.</p> <p><b>P8</b> Assess the accounting systems used to process guest bills, and the reporting required for efficient daily operations and decision-making to develop efficient guest account processes.</p>	<p><b>M4</b> Discuss the billing, accounting and banking processes and their compliance with customer and legal requirements to enhance guest account processes.</p>	

## Recommended Resources

### Textbooks

Gilbert, N. (2022) *Hotel Front Office Management*. New York: States Academic Press.

Tewari, J.R. (2016) *Hotel Front Office: Operations and Management*. 2nd Ed. Oxford: Oxford University Press.

Radde, B. (2017) *Digital Guest Experience: Tools to Help Hotels to Manage and Optimize the Digital Guest Experience*. Hamburg: Tredition.

### Websites

[www.revfine.com](http://www.revfine.com)

Revfine

'Hotel front office: Learn about tasks, responsibilities, roles & more'

(Article)

[thehotelgm.com](http://thehotelgm.com)

The Hotel General Manager

'Guide to working the hotel front desk: duties & tips for success'

(Article)

### Links

This unit links to the following related units:

*Unit 2: Managing the Customer Experience*

*Unit 4: The Hospitality Business Toolkit*

*Unit 7: Managing Accommodation Services*

*Unit 27: Revenue Management*

*Unit 34: Facilities Management*

# Unit 12: Creative Patisserie and Artisan Bakery

**Unit code:** F/616/1798

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

## Introduction

In our fast-paced world of the 21st century, the trend for eating authentic and natural goods is growing. Looking back to traditional skilled craftsmanship and enterprise to meet the growing demand for the 'home-baked' experience that is in contrast to the food products of the assembly line, baked products are now more creative and wholesome. The word 'artisan' is defined as 'one who produces something in limited quantities, often using traditional methods'.

At the heart of making high-quality creative patisserie and artisan-baked goods is an unrushed process, using wholesome, primarily local ingredients that are free from additives and preservatives.

The aim of this unit is to enable students not only to understand the drivers behind the changing consumer need for creative and artisan food products and the competitive marketplace, but also to learn a range of specialist skills to produce food products that are sourced from quality ingredients and prepared in the traditional manner.

## Learning Outcomes

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

- LO1 Explain the key principles and working practices of a safe and hygienic working environment
- LO2 Apply the techniques required for the preparation, processing, production and finishing of different patisserie products
- LO3 Apply the techniques required for the preparation, processing, production and finishing of different artisan-baked products
- LO4 Assess the current drivers, trends and innovations influencing the culinary arts sector.

## Essential Content

### LO1 Explain the key principles and working practices of a safe and hygienic working environment

#### *Equipment safety and hygiene:*

Different types of equipment and specialist tools and equipment required for patisserie and artisan production of goods

Equipment maintenance

Food safety and allergen management

Storage and handling of food products in accordance with food safety and Hazard Analysis and Critical Control Point (HACCP) regulations.

#### *Sustainable kitchen management:*

Costing and sourcing of raw ingredients

Controlling costs within budgetary range

Costing and quality of ingredients and the impact this has on the finished product

Sustainable approaches to preparation, processes and finishing.

### LO2 Apply the techniques required for the preparation, processing, production and finishing of different patisserie products

#### *Different patisserie products:*

The range of patisserie products e.g. cakes, sponges, marzipan, pastillage and sugar products, chocolate and pastry products.

#### *Preparation techniques:*

Cost awareness and cost efficiencies

Sourcing quality raw ingredients, selecting the correct quantity to meet product requirements.

*Processing, production and finishing methods and techniques:*

Different types of processing methods for producing a range of different patisserie products e.g. creaming, whisking, beating, folding

Different production techniques e.g. baking, frying and other specifically applied methods

Different types of finishing e.g. glazing, dusting, coating, portioning

Meeting specifications for finished products

Applying appropriate temperature requirements

Checking quality points of colour, texture and finish

Specific storage and holding requirements.

*Common faults:*

Identifying common faults and how to minimise faults.

**LO3 Apply the techniques required for the preparation, processing, production and finishing of different artisan-baked products**

*Different artisan products:*

The range of artisan-baked products e.g. bread and dough products.

*Preparation techniques:*

Cost awareness and cost efficiencies

Sourcing quality raw ingredients, selecting the correct quantity to meet product requirements.

*Processing, production and finishing methods and techniques:*

Different types of processing methods for producing a range of different patisserie products e.g. folding, kneading, mixing, lamination

Processing for bread and fermented doughs

Aeration methods for products

Different production techniques e.g. baking and other specifically applied methods

Different types of finishing e.g. glazing, dusting, coating, portioning

Application of appropriate temperature requirements

Meeting specifications for finished products

Checking quality points of colour, texture and finish

Specific storage and holding requirements.

*Common faults:*

Identifying common faults and how to minimise faults.

**LO4 Assess the current drivers, trends and innovations influencing the culinary arts sector**

*Key drivers:*

Changing consumer-led demand driven by technology and social and environmental factors

The impact of digital technology on raising awareness and promotion e.g. use of social media coverage

Increasing popularity of baking and patisserie TV programmes.

*Trends and developments:*

Branding and packaging developments e.g. large manufacturers using artisan-style packaging for products

Innovative use and experimental use of new ingredients and new product ranges

Innovative approaches to product diversification

Ethical sourcing of ingredients and sustainable food sources

Meeting trends in an innovative way e.g. farmers' markets, community fairs, street food markets

Trends in artisan and patisserie products and developments.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explain the key principles and working practices of a safe and hygienic working environment		<b>D1</b> Evaluate the specific working practices, specialist equipment and management approaches of a safe and hygienic work environment to make valid and justified recommendations for improvement.
<b>P1</b> Discuss the key working practices of a safe and hygienic work environment and the implications these have for producing high-quality food products.  <b>P2</b> Explain the specialist equipment and management approaches that apply to producing creative patisserie and artisan products.	<b>M1</b> Appraise the specific working practices, specialist equipment and management approaches of a safe and hygienic work environment for producing high-quality creative patisserie and artisan products.	
<b>LO2</b> Apply the techniques required for the preparation, processing, production and finishing of different patisserie products		<b>LO2, LO3 and LO4</b>  <b>D2</b> Critically evaluate the quality of a range of finished patisserie and artisan products in comparison with commercial availability and justify making recommendations for innovative improvements, including the branding and packaging of the finished product.
<b>P3</b> Apply appropriate techniques and methods for preparing and processing a range of patisserie products within a safe and hygienic work environment.  <b>P4</b> Produce and finish a range of different patisserie products within a safe and hygienic work environment that meet specific consumer requirements for quality products.  <b>P5</b> Assess the quality of the finished range of patisserie products in meeting specific consumer requirements.	<b>M2</b> Review the quality of a range of finished patisserie products for further product development and improvement to meet the specific consumer specifications successfully.  <b>M3</b> Compare the quality of a range of patisserie products with products available commercially.	

Pass	Merit	Distinction
<p><b>LO3</b> Apply the techniques required for the preparation, processing, production and finishing of different artisan-baked products</p>		
<p><b>P6</b> Apply appropriate techniques and methods for preparing and processing a range of artisan products within a safe and hygienic work environment, demonstrating different approaches to fermented and aerated products.</p> <p><b>P7</b> Produce and finish a range of different artisan products within a safe and hygienic work environment that meet specific consumer requirements for quality products.</p> <p><b>P8</b> Assess the quality of the finished range of artisan products in meeting specific consumer requirements.</p>	<p><b>M4</b> Review the quality of a range of finished artisan products for further product development and improvement to meet the specific consumer specifications successfully.</p> <p><b>M5</b> Compare the quality of a range of artisan products with products available commercially.</p>	
<p><b>LO4</b> Assess the current drivers, trends and innovations influencing the culinary arts sector</p>		
<p><b>P9</b> Examine a range of key current trends and innovations in culinary arts, including the developments in sustainability, branding and packaging.</p> <p><b>P10</b> Discuss the key factors driving demand for current trends and innovations in culinary arts.</p>	<p><b>M6</b> Evaluate how current trends and innovation have influenced sustainable branding and packaging developments.</p>	

## Recommended Resources

### Textbooks

Adlard, M. (2023) *Bake It Better: 70 Show-Stopping Recipes to Level Up Your Baking Skills*. Indianapolis: DK Publishing.

Buehler, E. (2021) *Bread Science: The Chemistry and Craft of Making Bread*. 2nd Ed. North Carolina: Two Blue Books.

Larousse Editions (2020) *Larousse Patisserie and Baking*. London: Hamlyn.

### Websites

[bakeryinfo.co.uk](http://bakeryinfo.co.uk)

British Baker

(General reference)

[www.chefs-resources.com](http://www.chefs-resources.com)

Chefs Resources

(General reference)

[www.food.gov.uk](http://www.food.gov.uk)

Food Standards Agency

(General reference)

### Links

This unit links to the following related units:

*Unit 9: Managing Food Production*

*Unit 23: Creative Kitchen Management*

*Unit 24: Food Innovation*

# Unit 13: Work Experience

**Unit code:** M/616/1800

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

## Introduction

A crucial part of a professional's skills, abilities and competences are developed during work, and are refined through practical experiences and 'learning by doing'. Employers rate work experience above all else and Higher National qualifications aim to make students 'work-ready' and prepare them with the appropriate balanced skills profile that employers require.

Integral to achieving 'work readiness' is the need for practical application and contextualisation of learning; a perspective that is increasingly sought after by employers. Curriculums that help students to gain real-world, relevant experience in their chosen careers have proved to be an enabler for graduate progression to employment and of considerable value to students' personal and professional development.

This unit aims to enable students to develop personal and professional skills by engaging in practical tasks and activities within a relevant workplace. It is designed to facilitate supervised learning in a workplace that can be fitted around full-time or part-time student commitments and enables both an employer and an academic supervisor to monitor and support students through a goal-orientated process. The minimum work experience time required for completion is 80 hours.

Students will be given the opportunity to identify and plan their own skills development in line with a chosen career path or direction. It will be expected that students negotiate work experience in an appropriate work context agreed by the employer and academic supervisor. Students will monitor and record evidence from the tasks and activities they undertake, to allow them to evaluate the process and any shortcomings in their development going forward.

## Learning Outcomes

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

- LO1 Investigate the value and benefits of practical work experience for career and personal development
- LO2 Plan suitable and relevant work experience in an appropriate service sector organisation
- LO3 Undertake appropriate work experience to develop professional skills and competences
- LO4 Evaluate personal skills and competences developed during practical work experiences.

## Essential Content

### LO1 Investigate the value and benefits of practical work experience for career and personal development

#### *Organisational contexts for career development:*

Different service sector sub-sectors and organisational contexts

The key roles and responsibilities found within different service sub-sectors.

#### *Learning and development in work environments:*

Academic knowledge vs practical knowledge and skills

Learning theories including Blooms' taxonomy, Gardner's multiple intelligences and Bandura's social learning theory

Concept of application of theory to practice

The benefits of practical learning

Career progression and employer expectations of key employability skills e.g. interpersonal skills, communication skills, critical thinking, presentation skills, leadership skills, teamwork

The importance and value of soft skills to the hospitality industry

Soft skills vs hard skills.

### LO2 Plan suitable and relevant work experience in an appropriate service sector organisation

#### *Setting development plans, goals and objectives:*

SMART (specific, measurable, achievable, realistic, time-bound) planning, writing of goals and objectives

Self-assessment of skills and competences.

#### *Learning and development approaches:*

Visual, auditory and kinaesthetic (VAK) learning styles, Honey and Mumford's learning cycle, Kolb's learning cycle

Different learning approaches e.g. shadowing, in-house courses and on-job training, online learning, formal training, buddying, secondment, coaching and mentoring, job rotation, workshops, conferences.

*Preparation tools and techniques for career development:*

Looking at job applications, CV and interview preparation

Interview and presentation skills

The importance of understanding the appropriate uniform and dress code for the job role in relation to the interview process

Service sub-sector specific equipment and requirements.

### **LO3 Undertake appropriate work experience to develop professional skills and competences**

*Carry out planned tasks and activities:*

Engagement in tasks e.g. projects, routine duties, operational issues, formal training, legal compliance, process development

People management and leadership

Application of problem-solving, contingency planning, coordinating tasks, teamwork

Professional conduct and behaviours to display while working, presenting a brand identity, the importance of uniformity in presentation.

### **LO4 Evaluate personal skills and competences developed during practical work experiences**

*Recording of actions and activities in suitable formats:*

Methodical record of experiences gained during work, linked to skills to be developed

Use of appropriate methods for recording experiences e.g. journal, logbook, diary, portfolios, online records

Creation of evidence in appropriate formats.

*Reviewing and evaluating progress:*

Reflection of career development and learning within the work environment in different areas e.g. systems, interpersonal skills, problem resolution, incidents and accidents, teamwork, management practices

Recommendations on how to enhance future development plans e.g. different work context, alternative roles and titles, locations, preparation methods, time management.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Investigate the value and benefits of practical work experience for career and personal development		<b>D1</b> Critically evaluate the benefits of practical action learning to underpin theory and approaches in the work environment.
<p><b>P1</b> Explore and discuss different learning theories that could be used to inform a suitable work experience.</p> <p><b>P2</b> Examine the benefits of practical work experience for professional skills and career development.</p>	<p><b>M1</b> Evaluate a range of different learning theories in practice, to highlight and emphasise the benefits of action learning for career development.</p>	
<b>LO2</b> Plan suitable and relevant work experience in an appropriate service sector organisation		<b>D2</b> Analyse and interpret actions, activities and approaches adopted within a structured development plan to gain appropriate work experience within a service sector organisation.
<p><b>P3</b> Construct a development plan for skills and career advancement within a chosen service sector context.</p> <p><b>P4</b> Explain a range of tools and techniques that can be used to acquire appropriate work experience within a service sector organisation.</p>	<p><b>M2</b> Devise an in-depth development plan that provides a detailed outline of the approaches, tools and techniques applied to gain appropriate work experience within a service sector organisation.</p>	
<b>LO3</b> Undertake appropriate work experience to develop professional skills and competences		<b>D3</b> Critically reflect on development processes within the workplace to establish strengths and weaknesses of the different approaches adopted.
<p><b>P5</b> Conduct appropriate work experience to develop specific skills for career development while producing ongoing evidence of work performance.</p>	<p><b>M3</b> Examine the development processes within a work context to maximise growth opportunities within the work experience.</p>	

Pass	Merit	Distinction
<b>LO4</b> Evaluate personal skills and competences developed during practical work experiences		
<p><b>P6</b> Evaluate skills, performance and career development to identify areas for future advancement.</p> <p><b>P7</b> Recommend methods and techniques to enhance development processes within the given service sector work environment.</p>	<p><b>M4</b> Produce an evidence-based evaluation of work experiences, making actionable and tangible recommendations for enhanced development processes.</p>	

## Recommended Resources

### Textbooks

Done, J. and Mulvey, R. (2016) *Brilliant Graduate Career Handbook*.  
London: Pearson.

Schogger, A. (2022) *Application, Interview & Internship Handbook*.  
London: City Career Series.

### Websites

<a href="http://www.cipd.co.uk">www.cipd.co.uk</a>	Chartered Institute of Personnel and Development (CIPD) (General reference)
<a href="http://www.mindtools.com">www.mindtools.com</a>	Mind Tools 'Career Skills' (Resources)
<a href="http://nationalcareers.service.gov.uk/">nationalcareers.service.gov.uk/</a>	National Careers Service (General reference)

### Links

This unit links to the following related units:

*Unit 17: Professional Identity and Practice*

# Unit 14: Accounting Principles

**Unit code:** Y/618/5038

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

## Introduction

Management accounting is a profession that supports management decision-making, planning and performance-management systems. Management accountants provide expertise in financial reporting and control to assist management in the formulation and implementation of an organisation's strategy by providing appropriate financial information and undertaking related accounts administration.

The overall aim of this unit is to introduce fundamental accounting principles that underpin financial operations and support good and sustainable decision-making in any organisation. Students will develop a theoretical and practical understanding of a range of financial and management accounting techniques.

On successful completion of this unit, students will be able to assist senior colleagues in producing and analysing budgets, drawing up simple financial statements and using financial ratios to interpret performance. Students will also explore wider aspects of accountancy, in particular, ethics, transparency and sustainability, and gain fundamental knowledge and skills that will enable them to progress to a higher level of study.

## Learning Outcomes

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

- LO1 Examine the context and purpose of accounting
- LO2 Prepare basic financial statements for unincorporated and small business organisations in accordance with accounting principles, conventions and standards
- LO3 Interpret financial statements
- LO4 Prepare budgets for planning, control and decision-making using spreadsheets.

## Essential Content

### LO1 Examine the context and purpose of accounting

*The accounting function in an organisation:*

Different branches of accounting e.g. financial, management, auditing, tax and forensic accounting

Career opportunities in accounting and roles and responsibilities e.g. accounts clerk, accounts assistant, qualified accountant

Roles in commercial finance (e.g. cost analyst, business controller, pricing professionals) and global business services e.g. purchase-to-pay (P2P) professionals and record-to-report (R2R) professionals

Skills required for positions in accountancy and finance e.g. numerical skills, problem-solving, integrity, negotiation, customer service

Key skills and competencies for accounting roles e.g. managing the sale and purchase ledger, ensuring that accounts are up to date, supplier reconciliations, inputting sales invoices on an accounts system and recording payments received

Users and uses of financial information

Interrelationships between the accounting and finance functions of other areas of the organisation and increasingly complex operating environments.

*Context and purpose of financial and management accounting:*

Purpose and scope of accounting, including recording, reporting and analysing information to inform decision-making

Aims of financial forecasting and management for the organisation, including ensuring a return on investment for the stakeholders of the organisation

Role of new information technologies to support accounting and decision-making

Management accounting information, including systems e.g. cost accounting, inventory management, job costing

The benefits (streamlined reporting, accuracy), risks and limitations (security threats, loss of data through power outages) of management accounting information

Presenting financial information in a reliable, accurate, timely and persuasive way to satisfy needs of internal and external stakeholders

Accounting in an increasingly complex and fast-changing business environment e.g. increased regulation and accountability, role of International Financial

Reporting Standards (IFRS) Foundation accounting and sustainability disclosure standards, risk management, reputation, sustainability, governance

Pros and cons of shared service centres and outsourcing accounting services.

## **LO2 Prepare basic financial statements for unincorporated and small business organisations in accordance with accounting principles, conventions and standards**

*The accounting concept:*

The accounting concept as the foundation for all financial statements.

*Capital and revenue items:*

Classifying revenue, capital income and expenditures.

*Producing basic financial statements:*

Preparation of a profit and loss statement (income statement) and balance sheet (statement of financial position) for unincorporated organisations from a given trial balance

Different types of income statements for sole trader, partnership and not-for-profit organisations

Adjustments required for accruals, prepayments, bad debts, depreciation

Value of using digital software for accounting and preparing for financial statements e.g. QuickBooks, Sage, Xero.

## **LO3 Interpret financial statements**

*Importance and purpose of analysing financial statements:*

To communicate financial positions and intentions with a range of stakeholders

Financial forecasting to predict future revenues, expenses and cash flow

Evaluating performance and effectiveness for making decisions and formulating plans.

*Ratio analysis:*

Calculate profitability, liquidity, efficiency and investment ratios from given data

Using calculated ratios to evaluate organisational performance

Apply and critique relevant benchmarks, including time series, competitors, sector and internal.

*Limitations of ratio analysis:*

Ratio analysis as one means of measuring and evaluating the performance of an organisation e.g. use of qualitative/non-financial measures

Limitations of using ratios as a performance measurement tool

The interrelationships between ratios.

*Importance and purpose of analysis of financial statements:*

The interpretation and analysis of financial statements in the business environment

Interpreting the relationship between the elements of the financial statements, profitability, liquidity, efficient use of resources and financial position

Interpreting financial statements for meeting key performance indicators (KPIs) and sustainable performance

Application of financial statements in different business contexts and the value of presenting the financial statements to the end user.

**LO4 Prepare budgets for planning, control and decision-making using spreadsheets**

*Nature and purpose of budgeting:*

Budgets as a key management accounting tool

Definitions and reasons why organisations use budgets e.g. budgets as devices for planning, coordinating, motivation and control

Stages in the budgeting process, master and functional budgets

Corrective action to inform resource allocation and decision-making.

*Budget preparation and budgetary control:*

Importance, role and limitations of budgets in controlling activity

Budget-setting cycle, limiting or key factors, functional budgets, cash budgets, the preparation of sales budgets, debtors' budgets, creditors' budgets, production cost, raw materials and finished goods budgets

The principal budget factor and budget types, including fixed, flexible, zero-based, incremental, rolling, activity-based, value proposition

Variance analysis

The steps for the preparation of a cash budget.

*Producing a spreadsheet:*

The numerical and other information requirements for a spreadsheet and how it should be structured to meet user needs

Using a spreadsheet and techniques to enter, edit and organise numerical and other data

How to format spreadsheet cells, rows, columns and worksheets effectively using appropriate tools and techniques

Use of formulas and filters to enter, edit and present numerical data

Visual representation of data and data analysis using pie charts, bar charts and graphs

Inserting spreadsheet data into Word documents.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Examine the context and purpose of accounting		<b>D1</b> Critically evaluate the role of accounting in informing decision-making to meet organisational, stakeholder and societal needs in complex operating environments.
<p><b>P1</b> Examine the purpose of the accounting function in an organisation.</p> <p><b>P2</b> Assess the accounting function in the organisation in the context of regulatory and ethical constraints.</p>	<p><b>M1</b> Evaluate the context and purpose of the accounting function in meeting organisational, stakeholder and societal needs and expectations.</p>	
<b>LO2</b> Prepare basic financial statements for unincorporated and small business organisations in accordance with accounting principles, conventions and standards		<b>LO2 and LO3</b>  <b>D2</b> Critically evaluate financial statements to assess organisational performance, using a range of measures and benchmarks to make justified conclusions.
<p><b>P3</b> Prepare financial statements from a given trial balance for sole traders, partnerships and not-for-profit organisations, to meet accounting principles, conventions and standards.</p>	<p><b>M2</b> Produce financial statements from a given trial balance, making appropriate adjustments.</p>	
<b>LO3</b> Interpret financial statements		
<p><b>P4</b> Calculate and present financial ratios from a set of final accounts.</p> <p><b>P5</b> Compare the performance of an organisation over time using financial ratios.</p>	<p><b>M3</b> Evaluate the performance of an organisation over time, using financial ratios with reference to relevant benchmarks.</p>	

Pass	Merit	Distinction
<b>LO4</b> Prepare budgets for planning, control and decision-making using spreadsheets		<b>D3</b> Justify budgetary control solutions and their impact on organisational decision-making to ensure efficient and effective deployment of resources.
<b>P6</b> Prepare a cash budget from given data for an organisation using a spreadsheet.  <b>P7</b> Discuss the benefits and limitations of budgets and budgetary planning and control for an organisation.	<b>M4</b> Identify corrective actions to problems revealed by budgetary planning and control for effective organisational decision-making.	

## Recommended Resources

### Textbooks

Atrill, P. and McLaney, E. (2021) *Accounting and Finance for Non-Specialists*. 12th Ed. Harlow: Pearson.

Bamber, M. and Parry, S. (2020) *Accounting and Finance for Managers: A Business Decision Making Approach*. 3rd Ed. London: Kogan Page.

Drury, C. and Tayles, M. (2023) *Management and Cost Accounting*. 12th Ed. Andover, Hants: Cengage Learning EMEA.

Martin, A. (2020) *The Practical Guide to Understanding and Raising Hotel Profitability*. 1st Ed. London: Routledge

Weetman, P. (2024) *Financial and Management Accounting: An Introduction*. 9th Ed. Harlow: Pearson.

### Websites

[www.accaglobal.com](http://www.accaglobal.com)

Association of Chartered  
Certified Accountants (ACCA)  
(General reference)

[www.accountingcoach.com](http://www.accountingcoach.com)

AccountingCoach  
(Training)

[www.aicpa-cima.com](http://www.aicpa-cima.com)

Association of International  
Certified Professional  
Accountants (AICPA) and  
Chartered Institute of  
Management Accountants (CIMA)  
(General reference)

[corporatefinanceinstitute.com](http://corporatefinanceinstitute.com)

Corporate Finance Institute (CFI)  
(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 23: Creative Kitchen Management*

*Unit 40: Managing and Running a Small Business*

# Unit 15: Marketing Processes and Planning

**Unit code:** A/618/5033

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

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## Introduction

Large, medium and small businesses that operate globally, internationally or locally have at least one thing in common – they all use marketing to influence people to engage with their products and/or services. Whether this means 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 people.

This unit is designed to introduce students to the dynamic world of the marketing sector and the wealth of exciting career opportunities available to support their decision-making in their career choices. Students will have the opportunity to learn about the competencies and behaviours required by employers to work in the marketing sector. They will be introduced to the key principles of marketing, enabling them to develop a marketing plan and to employ elements of the marketing mix to achieve results. They will study the underpinning theories and frameworks of marketing while relating them to real-world examples, including products and services that they encounter in their daily lives.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities, whether these are setting up their own businesses or employment in an organisation.

## Learning Outcomes

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

- LO1 Explain the role of marketing and how it interrelates with other business units of an organisation
- LO2 Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives
- LO3 Produce a marketing plan for an organisation that meets marketing objectives
- LO4 Develop a media plan to support a marketing campaign for an organisation.

## Essential Content

### LO1 Explain the role of marketing and how it interrelates with other business units of an organisation

#### *The marketing concept:*

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

The concepts of brand positioning and management and implementing processes to support corporate reputation

The external environmental influences that have an impact on marketing activity.

#### *The role of marketing:*

The structure and operations of marketing departments:

- market research
- advertising
- direct marketing
- integrated communications
- brand management
- partnership marketing
- public relations (PR)

The roles, responsibilities and competencies required in marketing e.g. marketing executive, marketing and communications officer, digital marketer

Overview of marketing processes, including market research, data analysis, strategic planning and conducting marketing campaigns

The role of digital marketing as a core driver of marketing strategy, including search engine optimisation (SEO), use of web analytics, social media marketing, mobile marketing and pay-per-click marketing

Sector-specific legal, regulatory and compliance frameworks, including current data protection regulations.

#### *The interrelationships of business units:*

Marketing as a business function

The different roles of business units and the interrelationships between these functional areas and marketing

The principles of stakeholder management and customer relationship management (CRM) to facilitate effective cross-functional relationships internally.

## LO2 Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives

### *The 7Ps marketing mix:*

Creating a unique selling proposition for products and services

Product portfolios analysis (Boston Consulting Group Matrix and GE–McKinsey Matrix) to identify new product development and planning for the different stages of the product life cycle

Reviewing pricing models in view of established price points and sensitivity to competitors' pricing and consumers' budgets

Different pricing strategies and tactics

Place strategies and channel distribution for expanding access and reach to specific market segments

Promotion to stay ahead of the competition, including integrated communication mix, cross-communication solutions and digital promotional tools and strategies

The different roles of people in marketing, including customer-interfacing and support personnel to deliver both customer value and added value

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

Systems and processes involved in delivering a consistent service; the different types of process used to expedite the marketing function.

### *Achieving overall business objectives:*

Marketing mix tactics for building and maintaining stakeholder relationships, penetrating markets, expanding reach to new market segments and developing new products

Adapting and integrating the marketing mix to meet organisational objectives and changes in a competitive environment

Measuring the effectiveness of the marketing mix using metrics e.g. market share, sales, number of new products, repeat purchases, discount levels and margins, customer satisfaction rates

Use of online metrics, including cost per rating point (CPP) and click to conversion (CTC) rate.

### LO3 Produce a marketing plan for an organisation that meets marketing objectives

#### *Tactical market planning:*

The purpose of marketing planning and implementing marketing plans

The benefits of marketing plans

The links between marketing plans, marketing objectives and marketing strategy and alignment to overall organisation objectives

Types of marketing objective e.g. increase market share, promote new product/service.

#### *Marketing planning process:*

Defining the company mission statement and corporate objectives

The marketing audit, applying analytical tools e.g. SWOT (strengths, weaknesses, opportunities and threats), PESTLE (political, economic, social, technological, legal and environmental), 5C (company, collaborators, customers, competitors and climate) analysis

Competitive analysis using analytical tools e.g. Boston Consulting Group Matrix

Market segmentation and target market selection and profiling

Setting goals and SMART (specific, measurable, achievable, realistic, time-bound) objectives

Creating marketing strategies applied to the marketing mix

Tactics to execute marketing strategies

Allocation of resources and implementation

Monitoring and control measures, including monitoring customer feedback, measuring market sales, monitoring expenditure to maintain budget and maximise profitability, setting market share milestones.

#### *Strategic marketing planning:*

Extended market research and auditing

Target market profiling, including buyer personas, identifying influencers and early adopters

Value positioning

Marketing strategies that apply to the extended marketing mix and tactical planning

Setting key performance indicators (KPIs) to evaluate how effective a marketing plan has been

Measurements of success e.g. return on marketing investment (ROMI), customer lifetime value (CLV), net promoter score (NPS)

Evaluating and monitoring performance of marketing plans using appropriate control and evaluation techniques e.g. sales analysis, market share analysis, efficiency ratios and cost–profitability analysis to meet KPIs.

#### **LO4 Develop a media plan to support a marketing campaign for an organisation**

##### *Marketing campaigns:*

The purpose of marketing campaigns

Different types of marketing campaign

The role of the creative brief

Setting campaign objectives and parameters e.g. for brand awareness, changing attitudes, increasing sales

Different communication, messaging and positioning strategies

Campaign tactics that are SMART

Metrics for monitoring and measuring success

Setting timelines and action plans.

##### *The media plan:*

Consumer-level targeting to establish customer value proposition, key messaging and platform preference

Different digital platforms and offline tools for communication

Features and benefits of integrated multimedia channels

Different approaches to frequency and reach

Setting quantitative and qualitative criteria e.g. speed of reach, frequency, message life, image-building capability and emotional impact.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explain the role of marketing and how it interrelates with other business units of an organisation		<b>D1</b> Critically analyse the external and internal environment in which the marketing function operates.
<b>P1</b> Explain the concept of marketing and marketing operations, including the different areas and roles of marketing.  <b>P2</b> Explain how the marketing function relates to the wider organisational context.	<b>M1</b> Analyse the role of marketing in the context of the marketing environment.  <b>M2</b> Analyse the significance of interrelationships between marketing and other functional units of an organisation.	
<b>LO2</b> Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives		<b>D2</b> Evaluate strategies and tactical approaches to the marketing mix in achieving overall business objectives.
<b>P3</b> Compare the ways in which different organisations apply the marketing mix to the marketing planning process to achieve business objectives.	<b>M3</b> Review strategies and tactical approaches applied by organisations to demonstrate how business objectives can be achieved successfully.	
<b>LO3</b> Produce a marketing plan for an organisation that meets marketing objectives		<b>D3</b> Produce a strategic marketing plan for an organisation that measures achievement of marketing objectives within key performance metrics.
<b>P4</b> Develop a marketing plan that includes key elements of marketing planning for an organisation to achieve marketing objectives.	<b>M4</b> Produce a detailed tactical marketing plan that integrates the extended marketing mix to achieve marketing objectives.	

Pass	Merit	Distinction
<b>LO4</b> Develop a media plan to support a marketing campaign for an organisation		<b>D4</b> Provide a justified integrated multimedia plan based on quantitative and qualitative criteria.
<b>P5</b> Produce a media plan that includes recommendations and rationale for selected media activities that meet budgetary requirements and objectives of a marketing campaign brief.	<b>M5</b> Create an integrated multimedia plan, selecting appropriate digital, offline and social media channels for communication.	

## Recommended Resources

### Textbooks

Atherton, J. (2023) *Social Media Strategy: A Practical Guide to Social Media Marketing and Customer Engagement*. 2nd Ed. London: Kogan Page.

Jobber, D. and Ellis-Chadwick, F. (2023) *Principles and Practice of Marketing*. 10th Ed. Maidenhead: McGraw Hill Education.

Kingsnorth, S. (2022) *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. 3rd Ed. London: Kogan Page.

Kotler, P., Balasubramanian, S. and Armstrong, G. (2023) *Principles of Marketing*. 19th Ed. London: Pearson.

McDonald, M., Chaffrey, D. and Wilson, H. (2024) *Marketing Plans: Profitable Strategies in the Digital Age*. 9th Ed. Chichester: John Wiley and Sons.

### Websites

[www.cim.co.uk](http://www.cim.co.uk)

Chartered Institute of Marketing (CIM)

(General reference)

[www.marketingdonut.co.uk](http://www.marketingdonut.co.uk)

Marketing Donut

(General reference)

[www.marketingteacher.com](http://www.marketingteacher.com)

Marketing Teacher

(General reference)

[www.marketingweek.com](http://www.marketingweek.com)

*Marketing Week*

(General reference)

### Links

This unit links to the following related units:

*Unit 31: Digital Marketing*

*Unit 32: Integrated Marketing Communications*

# Unit 16: Entrepreneurial Ventures

**Unit code:** A/618/5047

**Unit type:** Optional

**Unit level:** 4

**Credit value:** 15

## Introduction

Entrepreneurship is about people who have dreams and take their career into their own hands, leading it in the direction of their choice. More recently it has also become about transforming the world by solving big problems; for example, initiating social change, creating an innovative product or presenting a new life-changing solution. This unit introduces the study of entrepreneurship and will benefit those thinking of starting up an entrepreneurial venture and those who will be future leaders and managers.

The unit aims to illustrate the concept of entrepreneurship and how having an entrepreneurial mindset can make a contribution to all businesses, whether they are new business start-ups or existing public or corporate organisation. Students will explore the skills, traits and characteristics of entrepreneurs and entrepreneurship. Students will understand the importance of businesses of different sizes for the economy and the contribution they can all make to society. Students will also learn about the need for 'intrapreneurs' and the impact of 'disruptive entrepreneurship'.

By the end of the unit, students will have gained research skills and the knowledge that they can develop an entrepreneurial mindset that will benefit them throughout their career. They will understand the contribution that businesses make to the economy and the importance of entrepreneurial activity for all businesses in all sectors.

## Learning Outcomes

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

- LO1 Examine what it takes to be an entrepreneur and the scope of entrepreneurial ventures
- LO2 Explore the concept of the entrepreneurial mindset and its contribution to entrepreneurial ventures
- LO3 Assess the impact of SMEs (small and medium-sized enterprises) on the economy
- LO4 Explain the importance of intrapreneurship in both public and corporate organisations.

## Essential Content

### LO1 Examine what it takes to be an entrepreneur and the scope of entrepreneurial ventures

#### *Scoping and defining entrepreneurship:*

Defining entrepreneurship, entrepreneurial activity and enterprise

Research the variety of entrepreneurs, including serial entrepreneurs, technology entrepreneurs and social entrepreneurs

The importance of the social economy and social entrepreneurship as part of an existing firm and as a new venture.

#### *Characteristics of entrepreneurial ventures:*

Differences and similarities in the characteristics of entrepreneurial ventures

The difference between lifestyle and growth firms, replicative and innovative entrepreneurship.

#### *Personal traits and characteristics of entrepreneurs:*

Different personal traits and characteristics of entrepreneurs

Different lines of argument relating to whether traits and characteristics are part of our genetic make-up or learned

Cultural differences and personal motivation

The impact of diverse cultural backgrounds and the highly entrepreneurial traits of immigrants.

### LO2 Explore the concept of the entrepreneurial mindset and its contribution to entrepreneurial ventures

#### *Entrepreneurial mindset:*

Defining the entrepreneurial spirit and the entrepreneurial mindset

The situational factors in a personal context that encourage entrepreneurial tendencies e.g. the influence of family upbringing, cultural background, education and lifestyle in developing the mindset.

*Skills and characteristics:*

The types of skills that typify entrepreneurs and the difference from other organisation managers e.g. positivity, creativity, persuasion, tenacity and curiosity

The skills that can be taught to encourage an entrepreneurial mindset e.g. valuing others, acceptance of failure, cultivating a positive attitude.

*Where entrepreneurial ideas come from:*

The use of creativity and innovation to identify and create new ventures

Recognising business opportunities in everyday life and situations

The main sources of generating business and entrepreneurial ideas.

*Value of support networks:*

Identification and evaluation of support networks, including government, non-governmental organisations (NGOs), incubators, higher education, private investors.

**LO3 Assess the impact of SMEs (small and medium-sized enterprises) on the economy**

*Business size and importance on the economy:*

The use of reliable data and statistics when researching new ventures

Definitions of micro, small, medium and large businesses

The number and type of micro and small firms and their contribution to the economy at international, national, regional and local level

Comparison with contribution of medium and large firms to the economy at international, national, regional and local level.

*The growth of entrepreneurial ventures:*

Types of entrepreneurial venture, including lifestyle or growth, corporate, social and replicative or innovative

Factors to consider as entrepreneurial ventures grow e.g. employment, turnover, profit

Importance of technology, innovation, sustainability and adaptability for both the venture and the economy

The contribution of medium and large firms to the economy at international, national, regional and local level

The role of the government in actively supporting the growth of entrepreneurial ventures

The role of immigration policies and incentives to attract highly entrepreneurial immigrants and the impact on employment.

**LO4 Explain the importance of intrapreneurship in both public and corporate organisations**

*Intrapreneurship:*

Definition of intrapreneurship, the development of the entrepreneur in public and corporate organisations

Difference between public and corporate entrepreneurship.

*Entrepreneurship and competitive advantage:*

Importance of innovation, sustainability and adaptability in business

The impact of disruptive entrepreneurs on business

Benefits of intrapreneurship and how it can contribute to a competitive advantage for business.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Examine what it takes to be an entrepreneur and the scope of entrepreneurial ventures		<b>LO1 and LO2</b>  <b>D1</b> Critically examine entrepreneurial ventures the traits, characteristics and mindset associated with entrepreneurship, using a range of examples.
<b>P1</b> Investigate the scope of entrepreneurial ventures, using a variety of examples. <b>P2</b> Examine the traits and characteristics associated with entrepreneurship.	<b>M1</b> Evaluate the similarities and differences between entrepreneurial ventures and the traits and characteristics of entrepreneurs in those ventures.	
<b>LO2</b> Explore the concept of the entrepreneurial mindset and its contribution to entrepreneurial ventures		
<b>P3</b> Explain what is meant by an 'entrepreneurial mindset'. <b>P4</b> Examine skills and characteristics associated with an entrepreneurial mindset.	<b>M2</b> Determine the ways in which the entrepreneurial mindset can be encouraged and what it can bring to a new venture.	
<b>LO3</b> Assess the impact of SMEs (small and medium-sized enterprises) on the economy		<b>D2</b> Appraise impacts of different businesses on different levels (international, national, regional, local) of the economy, using appropriate data and statistics.
<b>P5</b> Interpret relevant data and statistics to relate how micro and small business ventures affect the economy at different levels.	<b>M3</b> Using relevant data and statistics, compare the differences between micro, small, medium and large business and their impact on the economy.	
<b>LO4</b> Explain the importance of intrapreneurship in both public and corporate organisations		<b>D3</b> Evaluate the use of intrapreneurship and the benefits it can bring to organisations.
<b>P6</b> Discuss the differences and similarities between public and corporate intrapreneurship.	<b>M4</b> Explore the benefits of intrapreneurship and its contribution to competitive advantage in organisations.	

## Recommended Resources

### Textbooks

Blundel, R., Lockett, N., Mawson, S. and Wang, C. (2021) *Exploring Entrepreneurship*. 3rd Ed. London: SAGE Publications.

Burns, P. (2022) *Entrepreneurship and Small Business: Start-up, Growth and Maturity*. 5th Ed. London: Bloomsbury Publishing.

Scarborough, N. and Cornwall, R. (2018). *Essentials of Entrepreneurship and Small Business Management*. 9th Ed. London: Pearson.

### Websites

[www.entrepreneur.com](http://www.entrepreneur.com)

Entrepreneur  
(General reference)

[www.entrepreneurhandbook.co.uk](http://www.entrepreneurhandbook.co.uk)

Entrepreneur Handbook  
(General reference)

[www.forbes.com](http://www.forbes.com)

Forbes  
'Small Business: Entrepreneurs'  
(Articles)

### Links

This unit links to the following related units:

*Unit 39: Launching a New Venture*

*Unit 40: Managing and Running a Small Business*

# Unit 17: Professional Identity and Practice

Unit code: R/616/1790

Unit type: Optional

Unit level: 4

Credit value: 15

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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, but self-assessment and design must be applied within a specific work context to avoid it being generic. This unit complements *Unit 13: Work Experience* to apply theory to practice, as content links closely together.

The unit will also give students direction on how to prepare for job applications and interviews in a formalised manner, with the aim 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 a student will be able to:

- LO1 Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities
- LO2 Assess own skills, competences and the different learning and development approaches
- LO3 Design a professional development plan, within a specific work context
- LO4 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 for 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. fast-food chain vs Michelin-star restaurant, role-appropriate dress code and appearances, chef vs front of house receptionist

Importance of projecting the brand image

Maintaining professional standards – conduct in the workplace, representation outside work

Working responsibly and ethically.

#### *Common skills expected in the workplace:*

Business skills audits, personal/professional skills, soft skills related to emotional quotient (EQ) vs hard skills related to intelligence quotient (IQ) 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 (strengths, weaknesses, opportunities and threats) 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 (visual, auditory and kinesthetic) learning styles, Honey and Mumford's 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 (specific, measurable, achievable, realistic, time-bound) 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, continuing professional development (CPD) records, appraisals, guest comment forms, peer review forms, previous employer references and referrals.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p><b>LO1</b> Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities</p>		<p><b>LO1 and LO2</b></p> <p><b>D1</b> Critically evaluate own skills and competencies to meet the employer expectation of professional skills required for employment in a specific job role.</p>
<p><b>P1</b> Examine the key benefits of ongoing professional development for different stakeholders within a specific organisation.</p> <p><b>P2</b> Investigate professional employer expectations of skills and competences within a specific organisational context.</p>	<p><b>M1</b> Evaluate the importance of ongoing professional development and the associated professional skills requirements within a specific organisational context.</p>	
<p><b>LO2</b> Assess own skills, competences and the different learning and development approaches</p>		
<p><b>P3</b> Assess own abilities, skills and competences for a specific job role.</p> <p><b>P4</b> Review a range of learning theories and approaches used for personal and professional development processes.</p>	<p><b>M2</b> Evaluate own skills and competences and the most appropriate developmental approach to develop personal and professional skills for a specific job role.</p>	
<p><b>LO3</b> Design a professional development plan, within a specific work context</p>		<p><b>D2</b> Produce a comprehensive development plan that sets out clear and achievable targets, strategies and outcomes of learning and training within a specific work context.</p>
<p><b>P5</b> Construct a development plan to enhance chosen skills and competences within a specific work context.</p>	<p><b>M3</b> Provide a detailed development plan that applies underpinning learning and development theory in a specific work context.</p>	

Pass	Merit	Distinction
<b>LO4</b> Demonstrate a range of service industry and transferable skills for a job application		<b>D3</b> Produce a detailed and coherent critical reflection of an interview process and own abilities during this process.
<b>P6</b> Undertake a job interview for a suitable service industry role.  <b>P7</b> Review key strengths and weaknesses of an applied interview process.	<b>M4</b> Evaluate a job interview process and the obstacles and challenges to overcome.	

## Recommended Resources

### Textbooks

Cottrell, S. (2021) *Skills for Success: Personal Development and Employability*. 4th Ed. Basingstoke: Palgrave Macmillan.

Loon, M. (2016) *Professional Practice in Learning and Development; How to Design and Deliver Plans for the Workplace*. London: Kogan Page.

Scheele, P. and Bech-Anderson, N, (2023) *12 Universal Skills: The Beginner's Guide to a Successful Work Life*. Independently published.

### Websites

[www.cipd.org](http://www.cipd.org)

Chartered Institute of Personnel and Development (CIPD)

'Continuing personal development' (CPD)

(General reference)

[advice.hosco.com](http://advice.hosco.com)

Hosco

'Advice'

(General reference)

[www.mindtools.com](http://www.mindtools.com)

Mind Tools

'Career skills'

(Resource)

### Links

This unit links to the following related units:

*Unit 5: Leadership and Management for Hospitality*

*Unit 13: Work Experience*

*Unit 37: Organisational Behaviour Management*

# Unit 18: Research Project (Pearson-set)

Unit code: H/618/5060

Unit type: Core

Unit level: 5

Credit value: 30

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## Introduction

Research skills are as vital for the workplace as they are for academic development. Research skills enable students to identify a problem, collect informational resources that can help address the problem, evaluate the resources for quality and relevance, and come up with an effective solution to the problem. These are seen as essential skills by employers for most positions in industry, to support a range of duties; for example, report writing, building a business case, business planning or launching a new product or service.

***This is 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 they are studying the general pathway). This will enable students to explore and examine a relevant and current topical aspect of business in the context of the business environment and their chosen specialist pathway.

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

**\*Please refer to the accompanying *Pearson-set Assignment Guide and 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:

- LO1 Examine appropriate research methodologies and methods to identify those appropriate to the research process
- LO2 Develop a research proposal, including a supporting literature review
- LO3 Analyse data using appropriate techniques to communicate research findings
- LO4 Reflect on the application of research methodologies and process.

## Essential Content

### LO1 Examine appropriate research methodologies and methods to identify those appropriate to the research process

#### *The research process:*

The distinct phases of research, including research aims and objectives, methodology, literature review, methods, analysis and presentation of findings

The use of secondary data to inform primary data collection

Explorative, descriptive and causal research approaches.

#### *Research methodologies and methods:*

Different research methodologies underpinning a philosophical approach: positivism (deductive) vs interpretivism (inductive) paradigms

Conceptual framework of ideas, philosophies, approaches and concepts to conduct research

Qualitative and quantitative research methods

Mixed method approaches, including limitations and advantages

Associated tools and techniques e.g. focus groups, in-depth surveys, questionnaires.

#### *Ethics, reliability and validity:*

Role and significance of ethics in conducting research e.g. informed consent, confidentiality

Reliability of research and degree to which research methods produce consistent results

Validity of research, the extent to which results measure what they are supposed to measure.

## LO2 **Develop a research proposal, including a supporting literature review**

### *Developing a research proposal:*

Developing a methodical and valid proposal as the foundation for a research project

Purpose and significance of the research question/hypothesis

Clarity on the research aim and supporting objectives, and how these may change as the research process unfolds

Application of research methods and ethical considerations that need to be addressed in conducting the research.

### *Literature review:*

The purpose of the literature review e.g. to explore, summarise, compare and critically analyse what other researchers have written about the research topic

Adopting a 'funnel' approach, balancing focus and depth

Positioning a research project in the context of existing knowledge

Identification of relevant schools of thought and/or seminal research works

Potential to open up new gaps in knowledge or levels of awareness.

## LO3 **Analyse data using appropriate techniques to communicate research findings**

### *Primary data collection and sampling:*

The significance of gathering primary data, qualitative or quantitative, to support research analysis

Characteristics of primary data

Selecting sample types and sizes relevant to the research

Alternative random and non-random probability sampling approaches

Different digital tools for data gathering e.g. SurveyMonkey, Google Forms, SurveyGizmo.

### *Analysing data:*

Quantitative data: validation, editing, coding and analysis

Qualitative data: data preparation and analysis of content, narrative and discourse approaches.

*Communicating research outcomes:*

Alternative methods of communicating outcomes persuasively and logically

Recognising method (e.g. spoken word) and medium (e.g. presentation)

The influences of research and intended audience

Use of frequency tables, simple tables, pie charts, histograms,  
frequency curves and normal curves

Advantages and disadvantages of different methods

Software for analysing and presentation of quantitative data e.g. Excel, SPSS.

#### **LO4 Reflect on the application of research methodologies and process**

*Reflection for learning and practice:*

Difference between reflecting on performance and evaluating a research project, including the research process, the quality of the research argument and the use of evidence

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

*The cycle of reflection:*

Critical and objective self-reflection to inform personal development along the research journey

Reflection in action and reflection on action

Using self-reflection to inform and develop future behaviours, considerations and actions.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Examine appropriate research methodologies and methods to identify those appropriate to the research process		<b>LO1 and LO2</b>  <b>D1</b> Justify chosen research methodologies and processes, supported by a credible academically underpinned literature review.
<b>P1</b> Examine alternative research methodologies.  <b>P2</b> Explore alternative methods and tools used for the collection of research data that consider costs, ethics and access.	<b>M1</b> Evaluate alternative research methodologies and data collection methods and justify choices made based on philosophical/theoretical frameworks.	
<b>LO2</b> Develop a research proposal, including a supporting literature review		
<b>P3</b> Produce a research proposal, including a defined aim and objectives and supported by a literature review.	<b>M2</b> Evaluate the merits, limitations and pitfalls of approaches to data collection in compiling the research proposal.	
<b>LO3</b> Analyse data using appropriate techniques to communicate research findings		<b>D2</b> Communicate to the intended audience the research findings and outcomes, including justified recommendations.
<b>P4</b> Conduct research using appropriate methods for a business research project.  <b>P5</b> Analyse data from research findings to communicate research outcomes in an appropriate manner for the intended audience.	<b>M3</b> Present the analysis of data using appropriate analytical techniques, charts and tables to meet the research aim and communicate outcomes.	
<b>LO4</b> Reflect on the application of research methodologies and process		
<b>P6</b> Reflect on the effectiveness of research methods applied in meeting objectives of the business research project.  <b>P7</b> Consider alternative research methodologies and lessons learned in view of outcomes.	<b>M4</b> Demonstrate self-reflection and engagement in the research project process, leading to recommended actions for future improvement.	<b>D3</b> Demonstrate critical self-reflection and insight that results in recommended actions for improvements to inform future research.

## Recommended Resources

### Textbooks

Bell, E., and Harley, B. and Bryman, A. (2022) *Business Research Methods*. 6th Ed. Oxford: Oxford University Press.

Dawson, C. (2019) *Introduction to Research Methods: A Practical Guide for Anyone Undertaking a Research Project*. 5th Ed. London: Robinson.

Flick, U. (2020) *Introducing Research Methodology: Thinking Your Way Through Your Research Project*. 3rd Ed. London: SAGE Publications.

Saunders, M., Lewis, P. and Thornhill, A. (2023) *Research Methods for Business Students*. 9th Ed. Harlow: Pearson.

### Websites

[aldinhe.ac.uk](http://aldinhe.ac.uk)

Association for Learning Development in Higher Education

'LearnHigher'

(Resource)

[www.skillsyouneed.com](http://www.skillsyouneed.com)

SkillsYouNeed

'Writing a dissertation or thesis'

(Resource)

### Links

This unit links to the following related unit:

*Unit 1: The Contemporary Hospitality Industry*

# Unit 19: Hospitality Interpersonal Skills

**Unit code:** D/651/2473

**Unit type:** Core

**Unit level:** 5

**Credit value:** 15

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## Introduction

Effective communication and stakeholder relationships are essential for success in students' management/leadership roles. They will be expected to establish good relationships with their organisation's internal and external stakeholders, develop interpersonal skills and apply appropriate communication techniques to a variety of situations.

In this unit, students will look at concepts of communication in organisations and how to select communication techniques that are fit for purpose. They will investigate the contribution of interpersonal skills to successful relationship management and consider ways to build positive relationships with partners, stakeholders and suppliers. They will develop knowledge of approaches to negotiation, influencing and networking in a management/leadership context. Good pitching skills for a new product or service will generate sales and networking opportunities, while negotiating with different people and in different business transactions will secure more favourable deals. These transferable skills can be applied in various contexts to add value to a business.

## Learning Outcomes

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

- LO1 Apply a range of interpersonal skills and different approaches to various stakeholders' (partners, suppliers and employees) relationship management
- LO2 Work collaboratively to enable delivery with others and share good practice in a hospitality context
- LO3 Apply coaching and mentoring techniques to support learning and development of others
- LO4 Communicate effectively in a hospitality context using a range of verbal and non-verbal communication tools to overcome barriers.

## Essential Content

### LO1 Apply a range of interpersonal skills and different approaches to various stakeholders' (partners, suppliers and employees) relationship management

#### *Relationship management:*

The concept of relationship management and its value

Identification, analysis and management of relationships with internal and external stakeholders

Creating good working relationships by managing conflict, motivating team, increasing productivity, solving problems, networking effectively, asking the right questions, being clear and concise, identifying common ground and establishing trust and rapport.

#### *Application of interpersonal skills in relationship management:*

Developing interpersonal relationships with subordinates, colleagues, partners, customers and suppliers

Importance of developing emotional intelligence to:

- build high-quality connections with stakeholder, listening, understanding, challenging and managing their expectations
- strengthen relationships with feedback, expressing gratitude and appreciation

Adaptability: intelligently supporting emotional range and applying relevant diverse approaches in relationship management and overcoming barriers

Psychology and foundational principles of interpersonal skills and relationship management.

#### *Approaches to relationship management:*

Engagement with stakeholders e.g. being authentic, establishing shared goals and values, developing mutual respect

Encouraging involvement e.g. excellent communication, openness, honesty, transparency

Influencing stakeholders e.g. the ability of a leader to affect, shape or transform opinions (convincing), behaviours and actions (persuading)

Critical leadership competence: outcomes of influencing, commitment, compliance, resistance

Communicating organisational vision and goals to different stakeholders.

## LO2 **Work collaboratively to enable delivery with others and share good practice in a hospitality context**

### *Effective team working:*

The importance of work groups and effective team working in contemporary organisations

Types of teams e.g. functional and cross-functional, problem-solving, project and self-directed teams

Team development models: the stages of team development and the implications for task achievement and team member relationships;

Tuckman's four stages of team development

Digital tools for communication (e.g. Slack, Skype, Microsoft Teams) and for project management (e.g. Trello, Smartsheet)

Cloud-based technologies for file sharing, collaboration and storing information.

### *Collaborative working techniques:*

Different types of collaboration e.g. open, closed, virtual

Creating a trusting environment

Setting clear objectives and actions

Achieving buy-in, the personal benefits of collaboration

Seeking views of others

Seeking specialist advice and support to enable delivery against plans, in accordance with organisational policy.

### *Networking:*

Establishing a mutually beneficial relationship e.g. informing others of benefits

Creating new customers, new contacts and referrals

Visibility, staying current

Collaborating and problem-solving

Sharing knowledge and experience with stakeholders.

### LO3 **Apply coaching and mentoring techniques to support learning and development of others**

#### *Coaching:*

Coaching in an organisational context e.g. when used as a training and development activity and motivational tool

The benefits of using coaching to improve performance at work e.g. enhancement of morale, motivation and productivity

Features of different coaching models and how they are used to structure coaching e.g. directive, non-directive

Coaching skills e.g. empathy and ability to understand others, effective feedback skills to coach team members to reach new goals, compassion as a relationship-building skill, effective goal-setting, positive thinking.

#### *Mentoring:*

Mentoring as a training and development activity

Models of mentoring, including:

- Alred and Garvey's three-stage model
- Kram's four stages of the mentoring relationship
- developmental vs sponsorship mentoring
- work shadowing
- job or work rotation
- secondment

Stages in mentoring e.g. exploration, contracting, new understanding, action planning

Factors affecting the choice of mentoring approach e.g. personal need/purpose of the mentee, experience of those involved, the availability of resources, proximity, access to technology, information security and record-keeping, ethical considerations

Advantages and disadvantages of mentoring approaches used to improve performance in the workplace.

## LO4 Communicate effectively in a hospitality context using a range of verbal and non-verbal communication tools to overcome barriers

### *Effective communication in the hospitality industry:*

The importance of communication in the hospitality industry

The benefits of effective communication in the hospitality industry e.g. providing exceptional customer service, building strong relationships, creating effective supplier relationships, creating a positive work environment

Informal vs formal methods of communication and rationale for using different types of communication method e.g. need for information, speed and complexity of communication, recording information, stakeholder communication.

### *Different types of non-verbal communication tool:*

Internal business communications: use of the internet, cloud technology, mobile technologies, applications

Task management and tracking software: use of Smartsheet, Microsoft Excel spreadsheets, productivity software e.g. Trello, and ClickUp

Different types of sales software and customer relationship management (CRM) systems

Use of visual media for presenting images, tables, layouts e.g. specialist software and hardware

Use of social and digital media for market research, promotions and advertising, managing the customer experience

Written communication facilitating clear and efficient information exchange among staff members, management and customers e.g. written reports, memos, and emails that create a record of crucial information, clear instructions in standard operating procedures (SOPs).

### *Different types of verbal communication skill:*

Key aspects to consider when it comes to verbal communication e.g. clarity, tone and pitch, proactive listening, language adaptability, respect and empathy

Advanced verbal communication skills to provide support e.g. positive reinforcement, appealing to emotions and creating experiences, rapport building, use of open questions, reflection and summarising, closing communication, giving and receiving feedback

Different types of communication tool to overcome potential barriers e.g. noise, language difference, accessibility, demanding customers

Behaviours, communication processes and strategies applied in different situations e.g. dealing with conflict, resistance to change, cultural awareness.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Apply a range of interpersonal skills and different approaches to various stakeholders' (partners, suppliers and employees) relationship management		<b>D1</b> Make recommendations for improving relationship management based on critical reflection.
<p><b>P1</b> Apply a range of interpersonal skills and different approaches taken to relationship management in a chosen organisation.</p> <p><b>P2</b> Discuss how shared goals and values and mutual respect help to develop effective partner relationships.</p>	<p><b>M1</b> Evaluate the value of effective interpersonal skills in creating strong internal and external stakeholder relationship management in a chosen organisation.</p>	
<b>LO2</b> Work collaboratively to enable delivery with others and share good practice in a hospitality context		<b>D2</b> Adapt interpersonal skills and behaviours to improve and enhance collaboration.
<p><b>P3</b> Collaborate in a group project to identify and share good practice and work collaboratively with others in line with organisational requirements.</p> <p><b>P4</b> Demonstrate positive effective interpersonal skills and behaviours to build trust.</p> <p><b>P5</b> Share specialist advice with others to enable delivery against organisational requirements.</p>	<p><b>M2</b> Apply effective collaborative techniques to successfully meet the organisational requirements.</p>	

Pass	Merit	Distinction
<b>LO3</b> Apply coaching and mentoring techniques to support learning and development of others		<b>D3</b> Critically review the effectiveness of own coaching and mentoring practice in supporting the development of others.
<b>P6</b> Apply the use of appropriate recognised coaching and mentoring techniques to support development of a team or individual.  <b>P7</b> Demonstrate appropriate communication and interpersonal skills to build rapport with an individual being coached and mentored.	<b>M3</b> Justify the selection of coaching and mentoring models that align with identified development needs.	
<b>LO4</b> Communicate effectively in a hospitality context using a range of verbal and non-verbal communication tools to overcome barriers		<b>D4</b> Demonstrate exceptional communications skills that will maintain a positive image and reputation, using the most appropriate communication methods to meet the required outcomes.
<b>P8</b> Using a range of verbal and non-verbal communication tools, provide effective communication to overcome barriers in a range of given formal and informal scenarios.	<b>M4</b> Competently use a range of verbal and non-verbal communication tools to overcome barriers and meet the required outcomes and resolutions.	

## Recommended Resources

### Textbooks

Bradford, D.L. and Robin, C. (2021) *Connect: Building Exceptional Relationships with Family, Friends and Colleagues*. London: Penguin Life.

DeVito, J.A. (2022) *The Interpersonal Communication Book*. 16th Ed. Harlow: Pearson Education.

O'Brien, J. (2022) *Supplier Relationship Management: Unlocking the Value in Your Supply Base*. 3rd Ed. London: Kogan Page.

Schultz, M., Shaby, D. and Springer, A. (2020) *Virtual Selling: How to Build Relationships, Differentiate, and Win Sales Remotely*. Boston: 35 Group Press.

Starr, J. (2021) *The Coaching Manual: The Definitive Guide to the Process, Principles and Skills of Personal Coaching*. 5th Ed. Harlow: Pearson.

### Websites

[www.cipd.org](http://www.cipd.org)

Chartered Institute of Personnel and Development (CIPD)

'Coaching and mentoring factsheet'

(Resource)

[blog.hubspot.com](http://blog.hubspot.com)

HubSpot

'The complete guide to stakeholder management'

(Blog)

[www.skillsyouneed.com](http://www.skillsyouneed.com)

SkillsYouNeed

'Interpersonal Skills'

(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 5: Leadership and Management for Hospitality*

*Unit 37: Organisational Behaviour Management*

# Unit 20: Hospitality Consumer Behaviour and Insight

**Unit code:** F/651/2474

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

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

This unit is designed to enhance students' knowledge and understanding of the consumer's decision-making processes, from needs recognition through research and the evaluation of alternatives to 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. Another important and available tool today is big data. This unit gives students an understanding of big data and how it can be used to underpin the evaluation of consumer behaviour.

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

## Learning Outcomes

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

- LO1 Examine the factors that influence hospitality consumer behaviour and attitudes
- LO2 Evaluate appropriate forms of research and data to understand the hospitality consumer decision-making process and transform data into actionable insights
- LO3 Demonstrate the ability to map a path to purchase in a hospitality context, including the decision-making process
- LO4 Evaluate how marketers influence the different stages of the hospitality consumer decision-making process.

## Essential Content

### LO1 Examine the factors that influence hospitality consumer behaviour and attitudes

*Introduction to consumer behaviour:*

The definition of consumer behaviour

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

Characteristics of an organisation's customers, including types of customer, organisation context, needs, wants, values

Individual influences on buyer behaviour e.g. motivations, values, the digital environment, consumer learning, perceptions e.g. dynamics, imagery and risk, attitudes, lifestyles

External influences on buying behaviour e.g. ethical considerations, climate change, sustainability, global pandemic

Group influences on buyer behaviour e.g. reference groups, culture, opinion leaders, influencers

The challenges of quality service delivery to meet consumer expectations

The impact of digital technology on changing consumer behaviour and attitudes

Emerging consumer trends affecting the hospitality industry

The use of big data to analyse consumer behaviour.

### LO2 Evaluate appropriate forms of research and data to understand the hospitality consumer decision-making process and transform data into actionable insights

*Researching different stages of the decision-making process:*

The differences between business to consumer (B2C) and business to business (B2B) decision-making processes

The difference between B2B and B2C marketing, covering skills sets, research methodology, sample sizes, the importance of tele-depth interviews and applying the Pareto principle

Data sources, both primary and secondary and quantitative and qualitative

Different research methods applied to quantitative and qualitative data

The use of advanced analytics tools and predictive models

Influences of technology on data sources e.g. gathering, management, analysis.

*Transforming data into actions:*

Defining goals and objectives:

- understanding the long-term and short-term implications of potential avenues and directions
- alignment with the mission and vision of an organisation and seeking to support growth

Investing in the right tools to capture actionable data

Cleaning data and turning data into actionable insights:

- collating information and data to analyse and identify problems, issues, opportunities and threats
- viewing problems, issues, opportunities and threats from different perspectives

The use of context to explain numbers and use of visuals to show findings.

### **LO3 Demonstrate the ability to map a path to purchase in a hospitality context, including the decision-making process**

*Models of consumer decision-making:*

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

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

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

The five-stage buying process.

*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

Personality, self and motivation

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

Understanding aspects of consumer perception: dynamics, imagery and risk.

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

*Approaches to consumer learning, both behavioural and cognitive:*

Influence of culture and subculture on consumer behaviour

Patterns of buyer behaviour

Role of opinion leaders in influencing purchasing decisions

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

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

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Examine the factors that influence hospitality consumer behaviour and attitudes		<b>D1</b> Critically analyse the emerging trends in consumer behaviour and attitudes, using specific examples from the hospitality industry to support arguments.
<b>P1</b> Investigate the different cultural, social, personal and psychological factors that influence consumer behaviour and attitudes within a hospitality context. <b>P2</b> Explore how consumer trends are changing due to the impact of digital technology.	<b>M1</b> Analyse how cultural, social, personal and psychological factors that influence consumer behaviour and attitudes are changing and driving trends in hospitality.	
<b>LO2</b> Evaluate appropriate forms of research and data to understand the hospitality consumer decision-making process and transform data into actionable insights		
<b>P3</b> Evaluate the different approaches to market research and data to understand the consumer decision-making process and create actionable insights.	<b>M2</b> Critically evaluate approaches to market research and data, supported by specific hospitality examples, to create actionable insights.	

Pass	Merit	Distinction
<p><b>LO3</b> Demonstrate the ability to map a path to purchase in a hospitality context, including the decision-making process</p>		<p><b>LO3 and LO4</b></p> <p><b>D3</b> Critically evaluate the application of appropriate theories, concepts and models that have an impact on the hospitality decision-making process, supported by specific hospitality examples and contexts.</p>
<p><b>P4</b> Examine the stages of the consumer decision-making journey and map a path to the purchasing of a given hospitality service.</p> <p><b>P5</b> Explore why it is important for marketers to map a path to purchase and understand consumer decision-making in the hospitality sector.</p>	<p><b>M3</b> Evaluate how marketers are responding to the decision-making process, applying relevant examples from the hospitality sector.</p>	
<p><b>LO4</b> Evaluate how marketers influence the different stages of the hospitality consumer decision-making process</p>		
<p><b>P6</b> Evaluate how marketers can influence the different stages of the hospitality decision-making process, giving specific hospitality examples.</p>	<p><b>M4</b> Critically evaluate how marketers influence each stage of the decision-making process with reference to relevant methods and models applied.</p>	

## Recommended Resources

### Textbooks

Bowie, D., Gursoy, D. and Buttle, F. (2022) *Hospitality Marketing Principles and Practice*. 2nd Ed. Oxford: Routledge.

Dixit, S.K. (2020) *The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism*. 2nd Ed. Oxford: Routledge.

Sloan, J. (2024) *Learning to Think Strategically*. 5th Ed. Abingdon: Routledge.

Swarbrooke, J. and Horner, S. (2020) *Consumer Behaviour in Tourism*. 4th Ed. Oxford: Taylor and Francis.

### Links

This unit links to the following related units:

*Unit 2: Managing the Customer Experience*

*Unit 15: Marketing Processes and Planning*

*Unit 26: Food Service Management*

*Unit 28: Front Office Operations Management*

*Unit 29: Managing and Planning an Event*

*Unit 35: Tourist Resort Management*

# Unit 21: Hospitality Procurement and Supply Chain Management

Unit code: H/651/2475

Unit type: Optional

Unit level: 5

Credit value: 15

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## Introduction

Procurement and supply chain managers face increasing challenges to create and retain efficient, effective supply chain methods in the hospitality industry. The strains on supply chains are becoming far more complicated and intense and, therefore, management requires a strong plan and constant measuring for weak links.

The aim of this unit is to enhance students' understanding of the nature, role and contribution of procurement and supply chain management in a hospitality business. The growth of global business has led to hospitality organisations becoming increasingly reliant on logistics and supply chain management (SCM) to keep up with the demands of a global economy.

Students will explore the purpose of procurement and SCM and their benefits to a hospitality organisation, its customers and its suppliers.

The unit will consider the design, development, implementation, control and future development stages of SCM. There is an emphasis on practical employability skills throughout this unit.

## Learning Outcomes

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

- LO1 Apply key procurement and supply chain concepts, principles and processes in a hospitality context
- LO2 Evaluate the importance of ethical and sustainable practices in procurement and supply to achieve responsible management
- LO3 Examine the interrelationships between supply chain and other areas of a hospitality organisation
- LO4 Recommend improvements to a procurement and supply chain strategy for a hospitality organisation.

## Essential Content

### LO1 Apply key procurement and supply chain concepts, principles and processes in a hospitality context

#### *Defining procurement and supply:*

Definitions of procurement, purchasing and supply chain management (SCM)

Defining stakeholders and stakeholder mapping for procurement and supply chain functions

#### *Key aspects of corporate governance for procurement and supply:*

The use of procurement policies, procurement strategies and procurement manuals

The key principles of SCM and the use of lean supply chain principles to enhance competitive advantage.

#### *Resources:*

Efficient, effective and sustainable resource planning and management

Obtaining working capital and capital investment.

#### *Service sector:*

Selecting the most appropriate strategy (e.g. make from raw ingredients or buy partly processed or ready-made)

Identifying suitable sources of supplies at the right time for the right price and at the required quality and quantity

Supplier analysis: cost/price, quality, time to deliver, supplier location, ability to scale up and meet future growth and demand, sustainable and ethical factors

Vendor relations: negotiations, contracts and purchase orders

The relationship between forecasting demand and delivering products or services to customers.

#### *Impacts and application of technology:*

The use of real-time automated delivery notification systems for tracking and monitoring the delivery of products

Software and cloud computing for real-time updates on inventory and procurement

The application of barcode scanning, digital cameras and smartphones, etc. in warehouse storage and delivery operations

Benefits of different IT systems to support the function of procurement and supply chain management in organisations, including purchase-to-pay (P2P) systems, systems for inventory management, enterprise resource planning (ERP) technologies

The impact of distribution ledger technology (DLT) on reducing cost and complexity in SCM e.g. tracking a shipment through its journey, use of cryptocurrency for transactions, decentralisation of the marketplace

Advances in refrigerated transportation, preservation, packaging and storage methods.

## LO2 Evaluate the importance of ethical and sustainable practices in procurement and supply to achieve responsible management

### *Ethical and sustainable practices:*

Definitions of aspects of sustainability e.g. corporate social responsibility, responsible procurement and purchasing and supply chain relationships

The ethical and sustainable considerations and standards of sources e.g. human rights, modern-day slavery, corruption and bribery

Ethical considerations in the supply chain e.g. complying with standards, raising awareness of sustainability and ethical practices.

### *The implications of globalisation:*

Different cultural and social issues and challenges throughout the supply chain e.g. language barriers, health and safety, codes of conduct, equal opportunities and rights

The impact of different customs and traditions in negotiation and contracting suppliers

The impact of regulatory standards and compliance with processes and standards that affect the workplace and producers

The principles and charter of the World Trade Organization (WTO).

Fairtrade International and global fair trade organisations.

### *Supply chain management:*

Relationships with suppliers and logistic providers

Managing service sector supply chains vs managing manufacturing sector supply chains

Managing customers and meeting their needs efficiently and effectively to build a competitive infrastructure

The benefits of effective SCM.

*Procurement:*

Developing procurement strategies, policies and procedures

Consideration of demand management, forecasting and planning.

**LO3 Examine the interrelationships between supply chain and other areas of a hospitality organisation**

*Supply chain integration:*

Holistic and integrated approach to a supply chain and supply chain management

Relationship between the supply chain and other business functions

Factors influencing decisions to integrate a supply chain, including the size of the business, its structure, geographic location(s), target market, brand or image and competitor profile.

*Supply chain logistics:*

Aspects of logistics, including transportation, food miles, storage and inventory management

The relationship life cycle, integrated logistics and buyer–supplier relationships

Using logistics networks to meet service requirements

Customer demand planning and the product shelf life and life cycle.

*Supply chain management:*

A holistic approach to managing and optimising the effectiveness of a supply chain

The supplier relationship spectrum, including relationship types e.g. competitive suppliers, preferred suppliers, performance partnerships and business alliances

Use of supplier positioning model e.g. Kraljic Matrix/Portfolio Purchasing Model

Advantages and disadvantages of central procurement and SCM vs local.

#### LO4 Recommend improvements to a procurement and supply chain strategy for a hospitality organisation

##### *Analysing a supply chain:*

Taking a critical and objective approach to identify negative and positive trends

Identifying and analysing issues and problems within a supply chain

Identifying and analysing the differences in local vs regional vs international sources of supply.

##### *Developing justified recommendations for change:*

Use of performance objectives of quality, speed, dependability, flexibility and cost

Different types of improvements, including satisfying the needs of the end customer and identifying the mix of quality, speed, dependability, flexibility and cost required by the end customer

Resolutions of complex and multifaceted issues facing customer service, cost control, supplier relationship management, risk management and talent acquisition

Resource issues caused by changes and improvements e.g. costs, termination of contracts, impacts on relationships

Monitoring and evaluating targets, including the achievement of customer requirements and the impact on the performance of the whole procurement or supply chain.

##### *Effective record-keeping:*

Record-keeping assisting in the effective identification of issues in procurement and/or supply chain strategies

Lessons learned logs, feedback reports and fault or quality registers

Encouraging internal identification and record of issues/problems with suggestions for a resolution.

##### *Risk management:*

Different types of risk in procurement and supply caused by internal factors e.g. contract failure, operational risks, security, logistical risks, and external factors e.g. geopolitical and economic issues

Techniques for preventing failure (e.g. fault tree analysis, poka-yoke), approaches to managing risk in projects e.g. risk assessment, tracking risks, prioritising risks and mitigating risks.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Apply key procurement and supply chain concepts, principles and processes in a hospitality context		<b>LO1 and LO2</b>
<b>P1</b> Demonstrate how key procurement and supply chain concepts, principles and processes are applied throughout the stages of resourcing, service or product design and development, logistics and distribution, using hospitality examples.	<b>M1</b> Evaluate how integration of procurement and supply chain concepts, principles and processes improve efficiency for a hospitality organisation.	
<b>LO2</b> Evaluate the importance of ethical and sustainable practices in procurement and supply to achieve responsible management		<b>D1</b> Critically evaluate procurement and supply chain concepts, principles and processes for effective supply chain management.
<b>P2</b> Evaluate the importance of ethical and sustainable practices in procurement and supply from the perspective of customers, suppliers, distributors and retailers.	<b>M2</b> Critically evaluate the importance of physical, information and financial management within procurement and the supply chain.	
<b>LO3</b> Examine the interrelationships between supply chain and other areas of a hospitality organisation		<b>D2</b> Critically evaluate supply chain interrelationships with other functional areas of a hospitality organisation, making recommendations for improvements.
<b>P3</b> Explore the cross-functional and integrated approach of SCM with other functional areas within a hospitality organisation.	<b>M3</b> Evaluate the implications of interrelationships between the supply chain and other functional areas using theories, concepts and/or models.	
<b>LO4</b> Recommend improvements to a procurement and supply chain strategy for a hospitality organisation		<b>D3</b> Justify and recommend improvements to a procurement and supply chain strategy for a hospitality organisation based on critical evaluation.
<b>P4</b> Evaluate a procurement and supply chain strategy within a hospitality organisation and present proposals for improvement.	<b>M4</b> Critically evaluate a procurement and supply chain strategy within a hospitality organisation and present proposals for its improvement.	

## Recommended Resources

### Textbooks

Christopher, M. (2022) *Logistics and Supply Chain Management*. 6th Ed. London: Pearson Education.

Farrington, B. and Lyssons, K. (2020) *Purchasing and Supply Chain Management*. 10th Ed. Harlow: Pearson.

Prater, E. and Whitehead, K. (2023) *An Introduction to Supply Chain Management: What Every Manager Needs to Understand*. 2nd Ed. New York: Business Expert Press.

Slack, N., Brandon-Jones, A. and Burgess, N. (2022) *Operations Management*. 10th Ed. Harlow: Pearson.

### Websites

[www.cips.org](http://www.cips.org)

Chartered Institute of Procurement and Supply

(General reference)

[www.scmr.com](http://www.scmr.com)

*Supply Chain Management Review*

(General reference)

[sustainablehospitalityalliance.org](http://sustainablehospitalityalliance.org)

World Sustainable Hospitality Alliance

(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 23: Creative Kitchen Management*

*Unit 25: Barista to Bar Management*

*Unit 26: Food Service Management*

# Unit 22: Menu Development, Planning and Design

Unit code: J/651/2476

Unit Type: Optional

Unit level: 5

Credit value: 15

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## Introduction

The menu is considered to be the prime selling tool of food service establishments and therefore it should be written to inform and sell. It is a marketing tool used to advertise and promote the business, and it is usually the first point of contact with prospective customers who are looking for a place where they can eat, so it is the prime method of communicating to customers regarding what it is they have to sell.

Menus have legal and artistic requirements in terms of design while trying to be suggestive to guide customers in their choices. A well-designed menu needs to adhere to the style of the establishment and support the performance of the business. As such, it is also the key document for directing and controlling the business. The menu provides a road map for what ingredients need to be purchased, the price a business can pay for those ingredients, and the staff, equipment and procedures required to produce the dishes.

In this unit, students will investigate how menus are planned and designed to meet customer requirements within the resource, skills and cost constraints of a hospitality business. Students will understand how to apply these principles when developing and designing profitable and achievable menus, and how to evaluate their impact on customers and the business.

## Learning Outcomes

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

- LO1 Investigate how menus are planned and designed to meet customer and business requirements
- LO2 Determine the factors to consider when costing and pricing a menu
- LO3 Develop a menu to meet customer and business requirements
- LO4 Evaluate the performance of a menu to meet customer and business requirements.

## Essential Content

### LO1 Investigate how menus are planned and designed to meet customer and business requirements

#### *Principles for planning menus:*

The principles of and reasons for menu planning

Reasons for and importance of menu planning for business success

Methods of trial and testing different types of menus including à la carte, set menu, tasting menu (fine dining), table d'hôte, early bird menu, menu for the specials, event menus (e.g. functions, corporate, conferences) and special occasions (e.g. weddings and anniversaries)

Ethical considerations vs customer requirements e.g. fair trade.

#### *Customer requirements:*

Different types of fads, fashion and trends and how they influence dish choices in a menu

Planning menus to target a specific customer market

The importance of understanding and meeting customers' tastes and preferences and the price they are willing to pay

The importance of understanding and meeting customers' needs (e.g. dietary, health, allergies, nutritional content), cultural and religious requirements

Ensuring the beverage offer complements menus and maximises sales, delivering a service that will enhance business opportunities e.g. seasonal special offers, promoting a themed drinks menu to complement dishes.

#### *Business requirements:*

The areas that need to be considered to plan and design realistic, achievable and profitable menus e.g. experience, skills and training needs of staff, the equipment and facilities available, viability in terms of preparation time and kitchen protocols

The sources of produce, including consistency of supply, with the advantages and disadvantages of using local and seasonal produce

Meeting current and potential legislation: calorie count considerations, nutritional value and allergy-control requirements

Planning efficiently to meet overall business objectives on quality, cost, marketing and profitability

The use of menu engineering to maximise profits

The future developments according to an organisation's business plan

The use of produce from appropriate sources that meet quality standards and allow sustainability objectives to be realised while facilitating optimum profit margins

Achieving menu balance and using creativity and imagination to create new dishes.

## LO2 **Determine the factors to consider when costing and pricing a menu**

*Key considerations when costing dishes and menus:*

The impact of costs and revenue from various sources – the cost-to-profit ratios, revenue figures, energy costs and staffing costs

Business environmental policies and the extent to which they affect the costing of menus

The current economic and political climate, including cost of produce, cost and timing of delivery, and the implications on menu costing and pricing

The scope and limitation of available equipment in relation to costs

The impact of seasonality restrictions on menu costs calculations.

*Costing and pricing menus:*

Calculating the exact proportion of all the ingredients in each dish and recording this to calculate the exact material cost of each dish

Pricing a menu using the ideal food cost percentage

Calculating the sales mix and the balance of price and offers

Identifying the dishes that sell the most and identifying the dishes that create the highest profit margin from the menu using the BCG Matrix

Estimating the use of energy for cost-effective food production and accurate costing of each dish

Calculating the cost of equipment and factoring in depreciation

Calculating staffing costs associated with the production of menu items

Calculating the overheads cost to be able to fully understand the true cost to produce a dish

Establishing the gross profit (GP) ratio and calculating it

Calculating the cost-to-profit margin ratios

Deciding on a pricing strategy to calculate the final selling price, taking into account the relevant taxes e.g. mark-up pricing, bundle pricing.

### **LO3 Develop a menu to meet customer and business requirements**

*Requirements to be taken into account:*

The theme and quality level of the food business to be reflected in the menu design

The name and reputation of the establishment

The type of food service e.g. fast food, fine dining, buffet service, Michelin star, casual

The interior design of the food business

Using colours, pictures, visuals, cover art and slogans to link with the theme of the business

Using page arrangements e.g. locating dishes in specific areas of the menu to increase visibility, white space, frames, different formatting of text e.g. different colour, size of text, font

Legal requirements that must be included in the menu e.g. price, size of portion for some items (steak, fish), allergies

Arranging the dishes on the menu so that their price is not in a particular order

The material used to print the menu (e.g. thick or less thick paper, gloss paper), using technology (e.g. tablets or apps), using leather folders

Using specific language to label/name the dishes to make them more attractive and with more or less description to avoid misleading the customers.

### **LO4 Evaluate the performance of a menu to meet customer and business requirements**

*Evaluate the performance of menus:*

Key performance indicators (KPIs) and benchmarks for success

Systems for collecting, recording and evaluating feedback on menus e.g. conduct customer surveys, monitor online reviews

Analysing sales to evaluate whether the design of the menus has promoted the required dishes: the use of a point-of-sale (POS) system, spreadsheet or software programme to track orders, revenue and profit that each menu item generates

Methods to monitor and manage income and costs, using forecasting to set realistic targets and evaluate the control of resource

The use of menu engineering to categorise menu items based on their popularity and profitability

Updating and changing menus in line with customer feedback

Testing new menu items e.g. introduce new dishes, ingredients or cuisines and ask customers for their opinions, ratings or comments on the new menu items.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Investigate how menus are planned and designed to meet customer and business requirements		<b>D1</b> Analyse how customer and business requirements affect the design of a broad range of menus and make recommendations to meet future trends.
<p><b>P1</b> Examine the principles of menu planning and design to meet customer and business requirements for a range of different menus.</p> <p><b>P2</b> Determine the customer and business requirements that need to be fulfilled to maximise profits for a range of different menus.</p>	<p><b>M1</b> Compare a range of different menus and the customer and business requirements that have affected their design.</p>	
<b>LO2</b> Determine the factors to consider when costing and pricing a menu		<b>LO2 and LO3</b>  <b>D2</b> Produce a highly designed, innovative, attractive and accurately priced menu, based on an in-depth plan for a menu to meet overall business objectives.
<p><b>P3</b> Determine the key considerations as well as the calculations to be taken into account when costing and pricing a menu.</p>	<p><b>M2</b> Analyse approaches to menu costing and pricing and use effective methods to accurately cost and price a menu to maximise profitability.</p>	
<b>LO3</b> Develop a menu to meet customer and business requirements		
<p><b>P4</b> Create a realistic plan to develop a menu that meets customer and business requirements to maximise profitability for a chosen organisation.</p> <p><b>P5</b> Produce a costed and priced menu that meets customer and business requirements to maximise profitability for a chosen organisation.</p>	<p><b>M3</b> Produce a well-designed, balanced and accurately priced menu using a fully researched and costed plan that meets the overall business objectives of a chosen organisation.</p>	

Pass	Merit	Distinction
<b>LO4</b> Evaluate the performance of a menu to meet customer and business requirements		<b>D3</b> Critically evaluate a menu to make justified recommendations to resolve problems identified.
<b>P6</b> Test and evaluate a menu produced against key performance indicators.	<b>M4</b> Make some recommendations for improvement based on tests and evaluation of the menu.	

## Recommended Resources

### Textbooks

Cousins, J. and Weekes, S. (2020) *Food and Beverage Service*. 10th Ed. London: Hodder Education. (Chapter 4).

Cousins, J., Foskett, D., Graham, D. and Hollier, A. (2023) *Food and Beverage Management*. 6th Ed. Oxford: Goodfellow Publishers Limited.

Davis, B., Alcott, P., Lockwood, A. and Pantelidis, I.S. (2018) *Food and Beverage Management*. 6th Ed. Oxford: Routledge.

Draz, J. and Koetke, C. (2023) *The Culinary Professional*. 4th Ed. Tinley Park, Illinois: Goodheart-Wilcox Company.

Foskett, D., Paskins, P., Pennington, A. and Rippington, N. (2021) *The Theory of Hospitality and Catering*. 14th Ed. London: Hodder Education.

### Websites

[www.thecaterer.com](http://www.thecaterer.com)

*The Caterer*

(General reference)

[www.restaurantonline.co.uk](http://www.restaurantonline.co.uk)

*Restaurant*

(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 10: International Gastronomy*

*Unit 24: Food Innovation*

# Unit 23: Creative Kitchen Management

**Unit code:** J/651/4249

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

With so many food businesses targeting the same markets with products that are quite similar in nature, differentiation has become imperative for these businesses to attract customers. One of the ways to do that is to introduce some elements of creative kitchen management. Kitchen management is demanding. Although it is a fast-moving, ever-changing and challenging role, it can be very rewarding to lead a team to work together to produce excellent food and service. The overall business aim is to meet the demands of today's environment where ethical, and sustainable considerations are vital.

This unit is designed to develop students' appreciation of sustainability, environmental issues and modern innovations that affect kitchen managers in today's hospitality industry. They will explore the role and personal attributes of a modern kitchen manager and the internal and external issues affecting practical management issues. Where possible, the unit should be delivered within a practical context and linked to industry expectations.

The knowledge, understanding and skills that students will gain on successfully completing this unit will provide them with an appreciation of the skills and attributes they will need to manage a kitchen successfully.

## Learning Outcomes

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

- LO1 Evaluate the role and responsibilities of a kitchen manager for effective management in a hospitality context
- LO2 Examine sustainable resourcing in commercial kitchens and the implications this has for developing a sustainable supply chain
- LO3 Investigate the environmental impacts of food production
- LO4 Evaluate innovations in commercial kitchen design and technology to support business objectives.

## Essential Content

### LO1 Evaluate the role and responsibilities of a kitchen manager for effective management in a hospitality context

#### *Kitchen manager role:*

Kitchen brigade organisation to deliver business targets and deploy staff appropriately

Sustainable procurement to ensure that stock levels are maintained in accordance with business objectives

Food safety management, planning food preparation, production and controlling storage of food

Meeting customer and business expectations e.g. satisfaction, reputation, financial control

Liaising and communicating with other departments

Planning of menus.

#### *Responsibilities:*

Staffing requirements and recruitment needs

Management and development of staff performance and efficiency

Budgetary control e.g. financial targets and forecasts, monitoring sales and expenditure, reducing waste, maximising profits (including gross profit)

Implementing the relevant legislation e.g. health and safety, food safety, employment law, licensing law

Allergy control management, prevention and training

Taking into account feedback from all sources to plan for improvements

Identifying opportunities to maximise sales.

#### *Personal skills and attributes:*

The value of knowledge, experience and qualifications

The importance of understanding and appreciating current trends and customer requirements

Cultural awareness and sensitivity in managing a multicultural and international team

Leadership skills to inspire and create a team spirit

Motivational skills to motivate and inspire others

Communication and interpersonal skills

Decision-making, problem-solving, flexibility

Organisational skills and meeting deadlines, delegation

Personal attributes required to work in the kitchen, including stamina, drive and determination

Ability to work under pressure while dealing with team's stress level to minimise its negative impact on productivity

Understanding mental health issues and how to deal with them and support the people who need help.

## **LO2 Examine sustainable resourcing in commercial kitchens and the implications this has for developing a sustainable supply chain**

### *Sustainability:*

Definition of sustainable food sourcing

The importance of sustainable food sourcing that meets the level of customer demand and requirement for higher sustainability practices

Creating and developing sustainable food policies and commitments that meet the business objectives.

### *Sustainably produced food:*

Using the triple bottom line to assess the sustainability of food

Understanding fair trade, animal welfare issues, free-range, farm-assured, organic, local produce, genetically modified food, carbon footprint

Sustainable fishing and fish farming

The effects of intensive farming and resource depletion

Positive impact on the population producing the food

Economic impact on the local society where the food is produced

Innovative menu planning based on seasonality and customer-led demand.

### *Suppliers:*

Purchasing policy and implementation to ensure a constant supply of food that meets the business's sustainability policies

Use of ethical sourcing and suppliers with sustainability certifications

Selecting local suppliers to reduce the carbon footprint

Working closely with suppliers and producers to build sustainable supply chains

The viability, cost implications and availability issues (e.g. seasonality, quantities of food) of using ethically sourced suppliers.

### LO3 Investigate the environmental impacts of food production

#### *The key environmental impacts:*

The impacts that food production has on landfill sites, climate change, pollution and energy consumption.

#### *Principles of the waste management cycle:*

Reducing waste levels, reusing containers, employing effective methods of recycling.

#### *Energy efficiency:*

Monitoring energy consumption through the use of smart meters and efficient cooking methods

Switching off gas and electricity when not in use

Use of energy-efficient appliances e.g. fridges, freezers, ovens, pot/utensil washing equipment

Purchasing energy-efficient appliances and use of renewable energy sources (e.g. solar panels), equipment maintenance to ensure maximum efficiency, reducing carbon footprint through bulk and local purchasing, checking pollution levels.

#### *Water conservation:*

Storing rainwater, reusing waste/cooking water for other applications, use of water-efficient potwashers, pressure taps.

#### *Recycling:*

Efficient waste segregation into designated bins

The importance of adequate training, supervision and developing a culture that promotes recycling

Purchasing recyclable products and those with minimal packaging.

#### *Biodegradable products:*

Checking that cleaning materials, chemicals, and disposables are biodegradable.

## LO4 Evaluate innovations in commercial kitchen design and technology to support business objectives

### *Innovations in cooking:*

The changing face of cooking methods

Current trends in commercial kitchens e.g. slow cooking, sous vide, combination cooking, drying, molecular cooking, use of food science.

### *Innovations in equipment:*

The scope and capability of modern commercial equipment e.g. combi ovens, thermo mix, vacuum packaging, water baths, drying chambers, smoke boxes, blast chillers, pressure fryers, Pacojet.

### *Innovations in technology:*

Smart appliances and connected devices e.g. using Bluetooth to record cold storage temperatures

Smart bins to reduce food wastage

Using robots to perform basic tasks e.g. frying, flipping burgers, weighing ingredients

Using technology to manage and prioritise customers' orders in the kitchen.

### *Innovations in kitchen design:*

The purpose of an efficient workflow within a commercial kitchen

The importance of maximising the utilisation of space, promoting a better ergonomic design and reducing energy consumption

New types of material, customised storage solutions, kitchens that use the open-concept layout.

### *Considerations:*

The layout of a kitchen, the location, space and budget, service availability of gas, electricity and water supplies

The type of equipment and installation e.g. linear or island siting of equipment, extraction, ventilation and surface requirements

Usage of kitchen e.g. restaurant, takeaway shop, ghost kitchen

Adequate storage facilities with correctly sited refrigeration and facilities for staff

Service considerations, including types of food, preparation and cooking methods, number of portions, staffing levels, and service delivery

Compliance with legislation regarding food safety e.g. risk assessment, Hazard Analysis and Critical Control Point (HACCP) as well as health and safety legislation.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Evaluate the role and responsibilities of a kitchen manager for effective management in a hospitality context		<b>D1</b> Recommend and justify strategies for successfully fulfilling the roles and responsibilities of a kitchen manager, taking into account the skills and personal attributes required to meet the overall business objectives in a selected hospitality organisation.
<p><b>P1</b> Evaluate the role and responsibilities of a kitchen manager in a selected hospitality organisation.</p> <p><b>P2</b> Evaluate the skills and personal attributes required for innovative kitchen management.</p>	<p><b>M1</b> Critically evaluate the role and responsibilities of a kitchen manager in a selected hospitality organisation.</p> <p><b>M2</b> Critically evaluate the skills and personal attributes required for successful leadership and innovative kitchen management.</p>	
<b>LO2</b> Examine sustainable resourcing in commercial kitchens and the implications this has for developing a sustainable supply chain		<b>LO2 and LO3</b>
<p><b>P3</b> Analyse the characteristics of ethically and sustainably produced food.</p> <p><b>P4</b> Assess how the choice of suppliers affects the sustainability of the commercial kitchen.</p>	<p><b>M3</b> Critically analyse the factors involved in the planning of a sustainable menu to meet business objectives.</p> <p><b>M4</b> Explore the steps that need to be taken to implement a sustainable food purchasing policy in a commercial kitchen.</p>	
<b>LO3</b> Investigate the environmental impacts of food production		
<p><b>P5</b> Review the challenges involved in achieving energy efficiency in a commercial kitchen.</p> <p><b>P6</b> Compare recycling and waste management procedures in a range of commercial kitchens.</p>	<p><b>M5</b> Analyse the impacts of a commercial kitchen on the environment and make valid recommendations for improvements.</p>	

Pass	Merit	Distinction
<b>LO4</b> Evaluate innovations in commercial kitchen design and technology to support business objectives		<b>D3</b> Critically evaluate the benefits to an organisation of effective and innovative design and operational strategies.
<b>P7</b> Evaluate a range of innovations in kitchen cooking methods, equipment and technology usage.  <b>P8</b> Assess the design of a commercial kitchen layout to maximise functionality, safe production practices and efficient workflow practices.	<b>M6</b> Justify the design principles involved in the planning of an innovative commercial kitchen.	

## Recommended Resources

### Textbooks

- Cousins, J. and Weekes, S. (2020) *Food and Beverage Service*. 10th Ed. London: Hodder Education. (Chapter 4).
- Cousins, J., Foskett, D., Graham, D. and Hollier, A. (2023) *Food and Beverage Management*. 6th Ed. Oxford: Goodfellow Publishers Limited.
- Davis, B. (2018) *Food and Beverage Management*. 6th Ed. Oxford: Routledge.
- Draz, J. and Koetke, C. (2023) *The Culinary Professional*. 4th Ed. Tinley Park, Illinois: Goodheart-Wilcox Company.
- Foskett, D., Paskins, P., Pennington, A. and Rippington, N. (2021) *The Theory of Hospitality and Catering*. 14th Ed. London: Hodder Education.
- Walker, J.R. (2021) *The Restaurant: From Concept to Operation*. 9th Ed. Hoboken: John Wiley & Sons.

### Websites

- |  |   |
|--|---|
| <a href="http://www.food.gov.uk">www.food.gov.uk</a>                       | Food Standards Agency<br>'Food allergy and intolerance'<br>(Resource) |
| <a href="http://www.restaurantonline.co.uk">www.restaurantonline.co.uk</a> | <i>Restaurant</i><br>(General reference)                              |
| <a href="http://www.thecaterer.com">www.thecaterer.com</a>                 | <i>The Caterer</i><br>(General reference)                             |
| <a href="http://www.wrap.ngo">www.wrap.ngo</a>                             | Waste and Resources Action<br>Programme (WRAP)<br>(Research)          |

### Links

This unit links to the following related units:

- Unit 3: Sustainable Hospitality Practice*
- Unit 5: Leadership and Management for Hospitality*
- Unit 6: Managing Food and Beverage Operations*
- Unit 9: Managing Food Production*
- Unit 12: Creative Patisserie and Artisan Bakery*
- Unit 21: Hospitality Procurement and Supply Chain Management*

# Unit 24: Food Innovation

**Unit code:** M/651/4250

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

With the emergence of new technologies and scientific developments, chefs and hospitality businesses are finding new and innovative ways to produce food for their customers. At the same time, chefs are trying to create new flavours by combining ingredients in an innovative manner, while sourcing more ingredients overseas to marry them with local ones to create a fusion of style and flavours that helps them to develop unique dishes.

In this unit, students will begin by analysing current trends and influences on food innovation in the industry and the common tools, techniques and ingredients that can be used to transform foods. Students will also learn how to create dishes and test and use new and innovative recipes to develop a menu consistent with the standards of a hospitality business.

The development of dishes and recipes must take into account restrictions of seasonality, sourcing of local or other produce and ingredients, and the impact on costs to ensure that they are feasible while at the same time sustaining sufficient profit margins and enhancing the reputation of the business.

## Learning Outcomes

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

- LO1 Analyse current trends in, and influences on, food innovation in the hospitality industry
- LO2 Investigate how a variety of tools, techniques and ingredients are used to transform foods
- LO3 Examine the development process of innovative dishes and recipes to meet business requirements
- LO4 Develop and evaluate innovative dishes and recipes to meet business requirements.

## Essential Content

### LO1 Analyse current trends in, and influences on, food innovation in the hospitality industry

#### *Current trends in food innovation:*

Traditional vs 'modern' cuisines e.g. recipes, cooking methods

Changing consumer and social requirements and how they have influenced the evolution of food products and eating habits

Sustainability trends (environmental, economic and social), including waste and supply chain management, and their impact on food innovation

Consumer trends for experimentation in food flavours and combinations of fusion cuisines

The growth in demand for food with health benefits e.g. superfood, cleansing, detox food, anti-diabetes, antioxidants (free radicals)

The influence of street food style cuisine on customer demand.

#### *Influences on food innovation:*

The advances in science, technology and equipment that have an impact on food innovation and how food can be cooked in the hospitality industry

The 'discovery' of new ingredients that has had an impact on food innovation and creativity in the kitchen, including completely new ingredients (e.g. pink chocolate, Carolina Reaper chilli pepper) or ingredients that already exist in one part of the world but not used another (e.g. matcha tea, durian fruit)

The consumer demand driven by digital technology and the role of social media that has increased consumer awareness of and demand for food innovation

Advances in farming practices and animal husbandry to produce rare breeds of food

Developments in food processing, preservation, packaging and transportation

Price and accessibility of ingredients and techniques

The impact of high-profile chefs and media e.g. travelling shows, TV cooking shows, influencers.

## LO2 Investigate how a variety of tools, techniques and ingredients are used to transform foods

### *Variety of tools, techniques and ingredients:*

The effects of different types of tools, techniques and ingredients used to cool, freeze, dehydrate, cook food at low temperatures (sous vide), turn liquids into spheres (spherification), techniques for foaming, thickening, gelling and emulsification, injection, colouration, techniques for blending and separating, and to combine unusual flavours.

### *Transformation of food:*

How food tastes and behaves under different temperatures, pressures and other scientific conditions

Chemical reasons behind the transformation of ingredients.

## LO3 Examine the development process of innovative dishes and recipes to meet business requirements

### *Factors that influence the design of innovative dishes and recipes:*

Information and trends to influence and inform the development of innovative dishes and recipes

How to account for consumer requirements, the available resources and costs, ingredients and cuts of meat/fish, food combinations and flavour

Other considerations to be taken into account e.g. food safety regulations and sustainability

Cost of ingredients, equipment and tools, return on investment, depreciation

Organisational constraints and requirements e.g. branding, when designing innovative dishes and recipes

The nutritional content of innovative recipes and dishes.

### *The development process of new dishes:*

Idea generation e.g. looking for new concepts, seeking inspiration, own creativity

Idea screening e.g. eliminating the concepts with the least chance to succeed; assessing the technical feasibility of the dish according to the timeframe available during service; estimating cost to assess whether the potential profit is sufficient; production issues e.g. staff skills and understanding of new techniques of cooking

Concept testing e.g. testing the dish and the response of the public, collecting feedback from locals, regular customers, staff, family and friends

Business analysis e.g. establishing all the financial key performance indicators (KPIs), detailed costing, gross profit, break-even point, profit per portion, forecasting sales

Implementation e.g. organising the launch of the new dishes, advertising and other promotions to support launch, ensuring that supplies can meet demand.

#### **LO4 Develop and evaluate innovative dishes and recipes to meet business requirements**

##### *Develop innovative dishes:*

Creating dishes that are innovative and use a range of different produce

The use of ingredient ratios, cooking times and temperatures for producing innovative dishes within the time allocated

Experimentation with different tools, techniques and ingredients, presentation and flavour combinations

Steps to produce a costed plan that includes accurate portion yield and the exact cost of the ingredients included in the innovative dish to match the organisation budget

The importance of devising a menu taking into account existing suppliers and use of the same ingredients in multiple dishes

Developing dishes and recipes to show an understanding of food combinations, flavour and dietary requirements of the organisation's customer base, and relevant legislation.

##### *Evaluate innovative dishes and recipes:*

Methods for testing dishes and recipes on appropriate people

Systems for recording and evaluating feedback on new dishes and recipes

Collect and analyse feedback on dishes and recipes and suggest possible improvements.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Analyse current trends in, and influences on, food innovation in the hospitality industry		<b>D1</b> Critique how hospitality businesses have adapted to current trends and make justified and valid recommendations on how they can adapt to future trends and influences.
<p><b>P1</b> Analyse current trends in food innovation in the hospitality industry together with the factors driving each of these trends.</p> <p><b>P2</b> Explore how different influences are affecting food innovation in the hospitality industry.</p>	<b>M1</b> Critically analyse current and future trends and influences on food innovation in the hospitality industry.	
<b>LO2</b> Investigate how a variety of tools, techniques and ingredients are used to transform foods		<b>D2</b> Critically evaluate a range of tools, techniques and ingredients and their effect on transforming food for meeting different business purposes and objectives.
<p><b>P3</b> Explore a range of common tools, techniques and ingredients used to transform foods.</p> <p><b>P4</b> Explain the science behind a range of tools, techniques and ingredients used to transform food.</p>	<b>M2</b> Evaluate a range of tools, techniques and ingredients and the effect they have on transforming food.	
<b>LO3</b> Examine the development process of innovative dishes and recipes to meet business requirements		<b>D3</b> Critically analyse specific examples of how hospitality businesses have adapted or introduced new or innovative dishes to meet customer demand and business constraints, and make recommendations.
<p><b>P5</b> Discuss the development process of innovative dishes and recipes within the hospitality context and the factors that influence them.</p> <p><b>P6</b> Discuss the influencing factors on the design of innovative dishes and recipes to meet hospitality business requirements and objectives.</p>	<b>M3</b> Analyse specific examples of how hospitality businesses have adapted or introduced new or innovative dishes or recipes to meet customer demand and business constraints.	

Pass	Merit	Distinction
<b>LO4</b> Develop and evaluate innovative dishes and recipes to meet business requirements		<b>D4</b> Produce an in-depth costed plan and a range of high-quality and truly innovative dishes with their detailed recipes, testing them to make in-depth and justified recommendations for inclusion in a menu.
<p><b>P7</b> Produce a costed plan to develop a range of innovative dishes and recipes to meet business objectives.</p> <p><b>P8</b> Produce a range of innovative dishes and recipes to meet business requirements.</p> <p><b>P9</b> Test and evaluate the positives and negatives of the dishes produced on how they meet business objectives and customer satisfaction.</p>	<p><b>M4</b> Produce realistic and innovative dishes and recipes using a detailed costed plan to meet business objectives within budget.</p> <p><b>M5</b> Test and evaluate dishes and make valid recommendations for improvement.</p>	

## Recommended Resources

### Textbooks

Deora, N.S., Deswal, A. and Dwivedi, M. (2022) *Challenges and Potential Solutions in Gluten Free Product Development*. Cham, Switzerland: Springer.

Fuller, G. (2016) *New Food Product Development*. Oxford: CRC Press.

Mckoy, B. (2023) *The Cook's Book – Recipes for Keeps & Essential Techniques to Master Everyday Cooking*. Ada, Michigan: Revell.

Nussinovitch, A. and Hirashima, M. (2013) *Cooking Innovations: Using Hydrocolloids for Thickening, Gelling, and Emulsification*. Oxford: CRC Press.

Ward, L. (2019) *Cooking Innovations*. Huntington Beach, California: Teacher Created Materials.

### Websites

[www.fdf.org.uk](http://www.fdf.org.uk)

Food and Drink Federation (FDF)  
'The Food and Drink Innovation Gateway'  
(Resource)

[foodtrendsntech.com](http://foodtrendsntech.com)

Food Trends & Tech (FTNT)  
(Blogs)

### Links

This unit links to the following related units:

*Unit 9: Managing Food Production*

*Unit 10: International Gastronomy*

*Unit 22: Menu Development, Planning and Design*

# Unit 25: Barista to Bar Management

**Unit code:** K/651/2477

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

With an ever-increasing growth in coffee shops, elaborate beverages and bar cultures across the world, this unit aims to explore and investigate the drinks industry and the best practices that make successful drinks businesses.

This unit will enable students to manage various drinks-focused establishments such as coffee shops, pubs, bars and clubs effectively. Students will explore various sectors to gain an understanding of the broader context of drinks industries and the varying practices across disciplines and cultures.

Concepts investigated will include the range of different types of drinks on offer, roles and responsibilities within the industry and management practices to ensure legal compliance. It also considers stock control, maintenance and people management aspects of a successful business, and will allow students to evaluate processes and approaches to develop businesses within a given context and sector.

## Learning Outcomes

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

- LO1 Compare and contrast the differing structures and make-up of the beverage industry and licensed sectors
- LO2 Investigate storage, maintenance and safety practices within drinks organisations
- LO3 Evaluate beverage management practices that lead to business success in a drinks-led organisation
- LO4 Analyse legislative responsibilities affecting the drinks and licensed trade industries.

## Essential Content

### LO1 Compare and contrast the differing structures and make-up of the beverage industry and licensed sectors

#### *Differing contexts of beverage-focused organisations:*

The range of different beverage organisations, including coffee shops, bars, clubs, pubs, juice bars and pop-up drinks stands

Chains, independents/sole traders, franchises

On-licensed/off-licensed premises.

#### *Roles and responsibilities within the drinks sector:*

Different positions and roles: bar manager, pub manager, cocktail supervisor, site manager, beverage designer and mixologist manager, senior barista and supervisor

Key responsibilities: people management, stock ordering and control aspects, managing budgetary and financial goals, profit margins management, sales and revenue management, promoting marketing and sales incentives, specials and happy hours.

#### *Awareness and understanding of the nature of beverages and different beverage types:*

Required knowledge and competences of service staff e.g. baristas, mixologists, sommeliers

Fermenting and distilling processes, core ingredients e.g. wine – grapes, beer – barley and hops

Production processes of different beverages e.g. coffee beans and blends

Understanding source of origin and traceability e.g. Fairtrade coffee, craft beers

Food and beverage matching skills and techniques to enhance upselling opportunities

Innovative approaches to presenting beverages e.g. latte art.

## **LO2 Investigate storage, maintenance and safety practices within drinks organisations**

### *Overview of equipment and utensils used:*

Understanding the use of specific equipment within different beverage environments

The types of equipment available in different beverage environments  
e.g. coffee machines, fridges, ice machines, glass chillers, coffee grinders and cocktail-making tools.

### *Storage methods and types:*

Dry storage, chilled, frozen; security, layout, lighting, ventilation, access and storage records.

### *Maintenance and repairs processes:*

The scheduling of planned, preventative and reactive repairs to equipment

Contingency planning in the event of equipment malfunctions

Ongoing refurbishments and facilities management

Maintenance recording and use of contractors.

### *Hygiene and safety practices:*

Health and safety policies

Hygiene training and awareness, Hazard Analysis Critical Control Point (HACCP), control of substances hazardous to health (COSHH), due diligence, staff training.

## **LO3 Evaluate beverage management practices that lead to business success in a drinks-led organisation**

### *Management process and practices:*

Standardisation, drink specifications and portion/cost controls

Purchasing responsibilities and requisitioning

Quality control and product specifications

Effective sourcing and purchasing, pricing management

Stocktake inventory

Stock control and management, stock rotation, FIFO principle (first in, first out)

Waste management.

*Service and conflict management:*

Types of service in different organisational contexts, the level of service vs customer expectations, staffing levels and labour margins

Managing conflict and customer confrontations

Managing the service environment.

*Forecasting and planning:*

Trends and seasonal demands, variations in demand based on location, impact of technological developments and changes on operations.

**LO4 Analyse legislative responsibilities affecting the drinks and licensed trade industries**

*Statutory regulations and expectations:*

Health and safety, hygiene practices, employer responsibilities, employer's liability insurances, licensing legislation, working time regulations, alcohol service weights and measures

Record-keeping and documentation

Governing authorities and external support entities roles.

*Hospitality-assured ethics and accountability:*

Managing the hospitality environment, dealing with potential situations of conflict that may arise from disruptive and challenging staff and customers

Misconduct policies, employee and customer charters and codes of conduct.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Compare and contrast the differing structures and make-up of the beverage industry and licensed sectors		<b>LO1 and LO2</b>  <b>D1</b> Critically evaluate the differences between a range of drinks-led organisations, the offerings they provide and the maintenance, storage and safety practices they adopt.
<b>P1</b> Compare and contrast the key characteristics and differing roles between different drinks-led organisations.  <b>P2</b> Determine the range of different structures in the beverage industry and their appropriateness in meeting business objectives.	<b>M1</b> Evaluate how the services and products of a range of different drinks-led organisations meet their business objectives.	
<b>LO2</b> Investigate storage, maintenance and safety practices within drinks organisations		
<b>P3</b> Investigate various storage methods and types used within different drinks-led organisations.  <b>P4</b> Outline the key processes and practices that must be implemented to ensure a safe working environment.	<b>M2</b> Examine how the maintenance, storage and safety practices within specific drinks-led organisations support quality and profitability.	

Pass	Merit	Distinction
<p><b>LO3</b> Evaluate beverage management practices that lead to business success in a drinks-led organisation</p>		<p><b>LO3 and LO4</b></p> <p><b>D2</b> Justify the rationale for different practices and approaches used in organisations to ensure success and longevity, including legal obligations and accountability.</p>
<p><b>P5</b> Evaluate different management practices within specific beverage business contexts that ensure business success and longevity.</p> <p><b>P6</b> Asses the use of forecasting in long-term organisational planning and strategy.</p>	<p><b>M3</b> Critically evaluate different management practices and forecasting approaches that lead to business success.</p>	
<p><b>LO4</b> Analyse legislative responsibilities affecting the drinks and licensed trade industries</p>		
<p><b>P7</b> Analyse the statutory obligations and expectations of a specific drinks-led organisation.</p> <p><b>P8</b> Discuss the concept of ethics and accountability and the related practices within a specific drinks-led organisation.</p>	<p><b>M4</b> Critically analyse legal and ethical obligations and practices within a drinks-led organisation.</p>	

## Recommended Resources

### Textbooks

Cousins, J. and Weekes, S. (2020) *Food and Beverage Service*. 10th Ed. London: Hodder Education.

Galtieri, A., (2020) *The Barista Reference Book: Foundation*. Self-published.

Thurston, R., Morris, J. and Steiman, S. (2013) *Coffee: A Comprehensive Guide to the Bean, the Beverage and the Industry*. London: Rowman & Littlefield.

### Websites

[www.ibd.org.uk](http://www.ibd.org.uk)

Institute of Brewing and Distilling (IBD)  
(General reference)

[www.iltsa.co.uk](http://www.iltsa.co.uk)

Institute of Licensed Trade Stock Auditors (ILTSA)  
(General reference)

[www.scaeuk.com](http://www.scaeuk.com)

Speciality Coffee Association (SCA) UK  
(General reference)

[www.tea.co.uk](http://www.tea.co.uk)

UK Tea & Infusions Association (UKTIA)  
(General reference)

[wsta.co.uk](http://wsta.co.uk)

Wine and Spirit Trade Association (WSTA)  
(General reference)

### Links

This unit links to the following related units:

*Unit 6: Managing Food and Beverage Operations*

*Unit 21: Hospitality Procurement and Supply Chain Management*

*Unit 26: Food Service Management*

*Unit 29: Managing and Planning an Event*

# Unit 26: Food Service Management

**Unit code:** R/651/4251

**Unit Type;** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

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

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

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

## Learning Outcomes

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

- LO1 Investigate the sourcing and procurement processes within a food service organisation
- LO2 Evaluate operations management strategies within a given food service context
- LO3 Explore the importance of ethical management for overall business success
- LO4 Produce an improvement plan for a given organisational challenge within a food service organisation.

## Essential Content

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

#### *Overview of differing food service contexts:*

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

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

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

The food supply chain stages: production, handling and storage, processing and packaging, distribution, retail and wholesale, and consumption

The roles of key players in the supply chain.

#### *Procurement management:*

The procurement cycle and different stages e.g. defining business need, market analysis, supplier evaluation and tendering processes

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

Developing appropriate procurement processes and procedures for supplier selection, tenders and contracting, supplier management

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

#### *Sourcing considerations:*

Different methods of supply and tracing origin data

Value for money

The range/choice on offer

Aftersales services and warranties

Types of supplier payment options and methods.

## LO2 Evaluate operations management strategies within a given food service context

### *Analysis tools to assess business performance and inform strategic decision-making:*

The use of analytical tools including SWOT (strengths, weaknesses, opportunities and threats) and PEST (political, economic, social, technological), Porter's five forces, value chain analysis and Porter's four corners analysis to support business strategic planning.

### *Selecting the appropriate supply chain model:*

Different types of food supply chain models to meet specific business needs e.g. continuous flow model, fast chain model, efficient chain model

The benefits of different types of food supply chain model

Supply chain visibility and traceability.

### *Product placement as a marketing tool:*

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

### *Managing human capital and resources in operations:*

Service levels and types vs brand expectations and strategy

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

The use of Belbin team roles and skills assessments and development for staff.

### *Property and resource maintenance processes:*

Maintaining quality and safety of products, food service facilities and equipment

Managing disruptions to the food supply chain

Ongoing refurbishment to maintain and project a public image

Repairs scheduling through peaks and troughs

Staffing and roles in maintenance

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

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

*Importance of corporate social responsibility (CSR) and environmental awareness in food services:*

Defining concepts of CSR

Ethical considerations and awareness e.g. health and welfare, freedom and choice, fairness in regard to stakeholders and the living environment

Growing focus on sustainability, carbon footprint reduction and food waste management, rising consumer demand for ethical food choices

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

*Impact of ethical practices:*

The impact that ethical practices have on different stakeholders e.g. increased employee job satisfaction, fair payment and transparency for suppliers, ethical practices that resonate with customers, meeting ESG (environmental, social and governance) risks for investors and the contribution to the local economy and community

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

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

*Review of management practices vs best practice:*

Food service quality monitoring and control processes

Performances against standard specifications and standard operating procedures (SOPs)

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

*Problem-solving techniques and management solutions/alternatives:*

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

Management solutions e.g. recruitment and talent management, restructuring and change management, redundancies, refurbishment, mergers and acquisitions, strategic alliances, rebranding.

*Implementation and action planning:*

SMART (specific, measurable, achievable, realistic, time-bound) planning, implementation processes and models e.g. Seven Cs of implementation model, Beer and Nohria's theory of change, Kotter's 8-Steps to successful change model, prioritisation matrices.

## Learning Outcomes and Assessment Criteria

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

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

## Recommended Resources

### Textbooks

Alballi, M. (2022) *Restaurant Excellence: The Ultimate Guide to Success in the Food and Beverage Industry*. Independently published.

Bramble, C. (2021) *The Business Side of Restaurants: How Intelligent Restaurant Business Entrepreneurs & Investors Can Lead, Win and Make More Money in Life*. Atlanta, Georgia: Hungry Hospitality.

Brown, D. (2019) *The Restaurant Manager's Handbook: How to Set Up, Operate, and Manage a Financially Successful Food Service Operation*. 5th Ed. Ocala, Florida: Atlantic Publishing.

### Websites

[www.fdf.org.uk](http://www.fdf.org.uk)

Food and Drink Federation  
(General reference)

[www.foodservicedirector.com](http://www.foodservicedirector.com)

*Food Service Director*  
(General reference)

[www.instituteofhospitality.org](http://www.instituteofhospitality.org)

Institute of Hospitality  
(General reference)

[www.iosh.co.uk](http://www.iosh.co.uk)

Institution of Occupational Safety and Health (IOSH)  
(General reference)

### Links

This unit links to the following related units:

*Unit 6: Managing Food and Beverage Operations*

*Unit 21: Hospitality Procurement and Supply Chain Management*

# Unit 27: Revenue Management

**Unit code:** T/651/4252

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

The aim of this unit is to provide an introduction to the theory and practice of revenue management (RM). RM, sometimes referred to as yield management, is an applied discipline, the value of which derives from the business results it achieves.

It has key elements of an applied science that, combined with the technical (operational) elements of the core hospitality products, requires rigorous treatment. Students will explore and use a range of methodologies to identify and develop opportunities for revenue optimisation in contemporary hospitality contexts.

The knowledge, understanding and skill sets acquired will assist students in developing their practical analytical ability and guide their future career plans within the hospitality industry.

## Learning Outcomes

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

- LO1 Explore the origin, the core concepts and key characteristics of RM and their impact on the hospitality industry
- LO2 Assess the relationship between RM systems and processes and how these link to strategic, tactical and operational hospitality business goals
- LO3 Examine the information requirements of the RM process and the role of market segmentation in effective business analysis and forecast creation
- LO4 Apply pricing and non-pricing tools in dynamic hospitality contexts to formulate and justify revenue optimisation decisions.

## Essential Content

### LO1 Explore the origin, the core concepts and key characteristics of RM and their impact on the hospitality industry

*The origin, evolution and concepts behind hospitality revenue management:*

The history and evolution of RM within the hospitality industry

The impact of digital technology on the evolution of RM

The relevance of the key concepts and principal economic characteristics of the core and non-core hospitality products to RM

How a range of characteristics (e.g. limited capacity) affect RM.

*Key performance measures:*

Use and interpretation of key internal and external RM performance benchmarks, including occupancy and length of stay

Critical metrics that track hotel industry performance e.g. average daily rate (ADR), revenue per available room (RevPar), average rate index (ARI)

The significance of RM to organisational structure and team performance in a range of hospitality scenarios.

### LO2 Assess the relationship between RM systems and processes and how these link to strategic, tactical and operational hospitality business goals

*Hospitality revenue management as a system: structural, procedural and human elements:*

Structural elements (e.g. revenue centres, data and information, RM tools and software, and pricing and non-pricing approaches) and their impact on the RM system

The issues with digital technologies, including search engine design, the use of algorithms, search engine optimisation (SEO) and metasearch, and their relationship to distribution and their impact on RM tactics strategy

Procedural elements (e.g. the formulation of business goals, information, analysis, forecasting, decision-making, monitoring and implementation) and how they influence strategic, tactical and operational outcomes.

**LO3 Examine the information requirements of the RM process and the role of market segmentation in effective business analysis and forecast creation**

*Information requirements for the hospitality revenue management process:*

Information provision for the revenue management process from strategic, tactical and operational perspectives, to include dimensions, statistics and sources.

*Market segmentation:*

The application and objectives of market segmentation in the hospitality sector

The use of digital technologies for data mining and statistical analysis

Criteria for effective segmentation: measurable, relevant and distinguishable

The importance and value of market segmentation to the RM process

Contribution to analysis and the creation of rooms availability and other forecasts, including demand, operational and financial forecasts.

**LO4 Apply pricing and non-pricing tools in dynamic hospitality contexts to formulate and justify revenue optimisation decisions**

*Pricing and non-pricing tools suitable for use in hospitality businesses:*

Different types of rate that maximise profitability

Different approaches to making price more variable

Set appropriate 'rate fences' to customer segments

Issues associated with overbooking and pricing

The implications to RM of using various distribution channels.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explore the origin, the core concepts and key characteristics of RM and their impact on the hospitality industry		<b>LO1 and LO2</b>  <b>D1</b> Critically evaluate the impact of RM and provide justified recommendations for the use and application of RM in the hospitality industry to achieve business goals and objectives.
<b>P1</b> Discuss the origin of RM and its relevance to contemporary hospitality management.  <b>P2</b> Explore the core concepts and characteristics of RM, including fundamental economic principles and performance indicators that have an impact on the hospitality industry.	<b>M1</b> Examine the impact of RM on hospitality businesses in terms of performance and organisational response.	
<b>LO2</b> Assess the relationship between RM systems and processes and how these link to strategic, tactical and operational hospitality business goals		
<b>P3</b> Examine how structural, procedural and other elements of RM support the achievement of business goals within a hospitality organisation.	<b>M2</b> Evaluate how RM supports the achievement of hospitality business goals within a hospitality organisation.	
<b>LO3</b> Examine the information requirements of the RM process and the role of market segmentation in effective business analysis and forecast creation		<b>D2</b> Provide justified recommendations to improve market segmentation analysis in RM decision-making for a range of hospitality examples.
<b>P4</b> Examine the information requirements of the RM process for core hospitality products.  <b>P5</b> Evaluate the process of market segmentation, the creation of profit through customer definition and forecast creation using a range of hospitality examples.	<b>M3</b> Critically evaluate the necessity for market segmentation in RM decision-making and its contribution to the creation of reliable forecasts using a range of hospitality examples.	

Pass	Merit	Distinction
<p><b>LO4</b> Apply pricing and non-pricing tools in dynamic hospitality contexts to formulate and justify revenue optimisation decisions</p>		<p><b>D3</b> Critically evaluate pricing and non-pricing tools to justify a coherent RM plan and strategy to optimise pricing and revenue within a hospitality context.</p>
<p><b>P6</b> Develop a functional RM plan and strategy to optimise pricing and revenue decisions using pricing and non-pricing tools within a hospitality context.</p>	<p><b>M4</b> Evaluate and apply pricing and non-pricing tools in support of pricing and revenue optimisation decisions within a hospitality context.</p>	

## Recommended Resources

### Textbooks

Hayes, D.K., Hayes, J.D. and Hayes, P.A. (2021) *Revenue Management for the Hospitality Industry*. 2nd Ed. Chichester: Wiley and Sons.

Jordan, B. (2024) *The Hotel Revenue Bible*. Orlando, Florida: BAI Publishing and Media.

Roberts, D. (2022) *Hotel Revenue Management: The Post-Pandemic Evolution to Revenue Strategy*. New York: Business Expert Press.

Szende, P. (2021) *Hospitality Revenue Management Concepts and Practices*. Palm Bay, Florida: Apple Academic Press.

### Websites

[www.hospitalitynet.org](http://www.hospitalitynet.org)

Hospitality Net  
(General reference)

[www.hedna.org](http://www.hedna.org)

Hotel Electronic Distribution  
Network Association (HEDNA)  
(General reference)

[www.littlehotelier.com](http://www.littlehotelier.com)

Little Hotelier  
(Resources)

[smarte-hotels.com](http://smarte-hotels.com)

Smart e-Hotels  
(Resources)

[www.xotels.com](http://www.xotels.com)

XOTELS  
'Revenue management consulting  
for hotels'  
'Hotel terminology and glossary'  
(Resources)

### Links

This unit links to the following related units.

*Unit 7: Managing Accommodation Services*

*Unit 14: Accounting Principles*

*Unit 28: Front Office Operations Management*

# Unit 28: Front Office Operations Management

**Unit code:** L/651/2478

**Unit Type;** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

The front office operations of a hotel play a crucial role in the customer experience, and the central effect of that lies with the front office department. Its staff welcome guests, check them in, manage their luggage and ensure that their stay is seamless. The front of house is the face of the property and the sector and plays an invaluable role in delivering, elevating and enhancing the customer experience and relationship.

The aim of this unit is to provide students with the understanding of how the hotel front office operation is managed and its importance and influence within hotel and accommodation operations.

This unit will explore the various facets of the front office department and students will learn about the day-to-day management of the front office and its relevance to service and experience delivery. Students will gain an understanding of what is involved in each phase of the guest experience as well as further understanding and appreciation of room sales revenue and the importance of yield management in maximising revenue.

On successful completion of this unit, students will have tangible knowledge and understanding of what it takes to manage the function of the front office department, its operations and the relevance to, as well as impact on, customer/guest experience, and the financial role it plays through revenue management and optimising yield.

## Learning Outcomes

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

- LO1 Evaluate the role and function of the front office department within various accommodation organisations
- LO2 Discuss the importance of managing the reservation process to ensure maximisation of revenue and profit
- LO3 Analyse the guest experience journey within front office operations
- LO4 Assess how front office operations manage the quality of service delivery.

## Essential Content

### LO1 Evaluate the role and function of the front office department within various accommodation organisations

#### *Strategic management of the front office:*

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

Managing the unexpected e.g. crisis management, planning for and troubleshooting emergency situations

Challenges and opportunities faced by the front office manager.

#### *Innovation in the front office:*

Self-service check-in and check-out technology

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

Cloud-based property management systems (PMS)

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

Benefits of innovation and technology to guests and front office staff.

#### *Importance of front office communication:*

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

Impact of technology on interdepartmental communication (PMS, point of sale)

Total quality management (TQM) and the role it plays in effective communication and planning between the various departments

Methods of communication with guests: face to face, business and information services, digital and mobile guest interactive services, and their impact on service and experience

The importance of cultural awareness and diversity in managing the customer experience, cultural and social intelligence.

#### *Various accommodation organisations:*

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

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

*Hotel reservations:*

Types of reservation systems e.g. global distribution system (GDS), central reservation system (CSR)

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

The importance of reservation systems

Integration and/or interface with overall PMS.

*Managing reservations:*

The reservation process: accepting reservations, denying reservations, cancelling reservations, occupancy management, managing property inventory and overbooking

Overselling rooms and the impact on guests and accommodation properties

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

Standard operating procedures (SOPs) for handling reservations

Legal requirements, data protection and consumer law

Reservation process for different types of accommodation service e.g. chain hotels, independently owned hotels, Airbnb, guest houses.

*Revenue management:*

Capacity management, discount allocation and length of stay

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

Importance of yield management and revenue optimisation, application, strategies and implementation.

### **LO3 Analyse the guest experience journey within front office operations**

*The stages of the guest experience journey:*

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

Front office operations and the relationship with the guest cycle, influence and impact.

*Managing sales and financial details:*

Coverage of credit at check-in and during the stay, posting of charges, link to accounts department, financial process on arrival, occupancy and the link to the finance department

Sales opportunities within the experience journey and upselling.

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

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

Property management systems

Current and future trends.

### **LO4 Assess how front office operations manage the quality of service delivery**

*Service quality:*

Definition of service quality and the service encounter

Planning the service encounter

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

The measurement of quality through gap analysis and use of key performance indicators (KPIs).

## Learning Outcomes and Assessment Criteria

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

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

## Recommended Resources

### Textbooks

Ford, R. and Sturman, M. (2024) *Managing Quality Service in Hospitality. How Organizations Achieve Excellence in the Guest Experience*. 3rd Ed. London: SAGE Publications.

Hayes, D.K., Hayes, J.D. and Hayes, P.A. (2021) *Revenue Management for the Hospitality Industry*. 2nd Ed. Chichester: Wiley and Sons.

Szende, P. (2021) *Hospitality Revenue Management: Concepts and Practices*. Palm Bay, Florida: Apple Academic Press.

### Websites

[www.revfine.com](http://www.revfine.com)

Revfine

'Hotel front office: Learn about tasks, responsibilities, roles & more'

(Article)

[thehotelgm.com](http://thehotelgm.com)

The Hotel General Manager

'Guide to working the hotel front desk: duties & tips for success'

(Article)

### Links

This unit links to the following related units:

*Unit 2: Managing the Customer Experience*

*Unit 4: The Hospitality Business Toolkit*

*Unit 7: Managing Accommodation Services*

*Unit 27: Revenue Management*

*Unit 34: Facilities Management*

# Unit 29: Managing and Planning an Event

**Unit code:** M/651/2479

**Unit Type;** Optional

**Unit level:** 5

**Credit value:** 30

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## Introduction

The aim of this unit is to provide students with background knowledge and understanding of event planning and management. The unit extends from determining the scope and concept of the event through to managing, monitoring and evaluating the success of the event.

Students will examine the main components of event plans, including: finance; management and administration; logistics and operations; marketing and people; and risk and resources. Students will examine the relevance and importance of these factors to event planning and management. They will evaluate the feasibility and financial viability of the event plan, while at the same time ensuring that it is consistent with the scope and requirements of the event mission, aims and objectives.

Students will gain an understanding of the processes and procedures used to manage events that meet customer and business requirements. They will monitor and evaluate the return on experience for attendees (imagineering) and the skills needed to oversee a successful event, including: planning; time management; communication; evaluating outcomes; contingency planning; selling ideas through proposals; and managing the event project and delivery team.

## Learning Outcomes

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

- LO1 Examine how event plans are researched, developed and agreed to meet customer and business requirements
- LO2 Develop, implement and review policies and procedures for an event
- LO3 Manage resources and logistics to ensure an event is delivered within the confines of the event specifications
- LO4 Monitor and evaluate an event to ensure customer and business requirements are met.

## Essential Content

### LO1 Examine how event plans are researched, developed and agreed to meet customer and business requirements

#### *Research to inform event plans:*

The concept, scope and requirements for the event in relation to stakeholders, aims and objectives, concept and themes, intended market and financial goals

The context in which the event is taking place, timing, location, size, special requirements and available resources

The use of technology and critical success factors

Market research and competitor analysis

Legal and regulatory requirements

Financial viability and considerations

The event's sustainability, ethical and environmental considerations e.g. use of renewable energy, recycling, controlled power and air conditioning, access using public transport, using ISO 20121 standards as a practical tool for managing sustainable events.

#### *Developing and agreeing event plans:*

The steps to negotiate and develop the key elements of an events plan: mission statement, objectives, critical success factors, financial planning, administration, logistics and operations, marketing and sales, people and resources, event evaluation, leadership and management, planning cycle, sponsorship or other revenue, sustainability

Steps to ensure that a plan is feasible, financially viable and consistent with the concept, scope and requirements of the event

The importance of agreeing the event plan with key stakeholders and colleagues

The various formats in which event plans can be laid out and recorded

Developing a critical path for implementing the event, including the identification of tasks/projects to achieve SMART (specific, measurable, achievable, realistic, time-bound) goals and objectives, and identifying all links, dependencies, timelines and critical dates

Methods to monitor progress against the event plan at agreed intervals and make necessary adjustments.

*Customer and business requirements:*

Setting realistic aims and objectives that reflect the customer's/organisation's brand image and strategies

Definitions of the experience design concept

The engagement between people and product or brand and the associated outcomes e.g. emotions, sensations, memories

Creation of interaction touchpoints within an event to initiate and deliver the experience

The use of available resources to implement effective strategies that target the market, are flexible and meet legal and regulatory requirements.

**LO2 Develop, implement and review policies and procedures for an event**

*Policies and procedures:*

The importance of policies and procedures for successful event management

How to identify which aspects of the event require policies and procedures

The types of risk associated with an event and how procedures can be used to mitigate these risks

How to interpret and use relevant legal, regulatory and other requirements to inform policies and procedures and the likely consequences of not having policies and procedures to meet these

The importance of using sources of expert advice and information on required policies and procedures and how to access these

The process of updating existing policies and procedures or drafting new ones

The importance of consulting on draft policies and procedures, who should be consulted and how.

**LO3 Manage resources and logistics to ensure an event is delivered within the confines of the event specifications**

*Manage resources and logistics:*

The importance of conducting pre-event briefings and delegation to ensure the smooth running of an event

Carrying out the necessary training to ensure that stakeholders understand their respective roles and responsibilities in the implementation phase

The importance of conducting, and how to conduct, pre-event, during and post-event checks and inspections to ensure that all staff and resources are in the right place at the right time and of the quantity and quality expected

How to effectively implement event processes and procedures

Skills required for effective management of events, including establishing working relationships, managing finances within a budget, leading and managing people, coordinating event infrastructure

Use of creative technology to construct experiences e.g. interactive event spaces, data personalisation, wearable technology, mobile apps.

*Administrative and logistical aspects:*

Define event scope, project plan, administer/monitor steps and process of evaluation

Establish event requirements, details, staging or logistic requirements

Plan and organise workflow, solve problems and make decisions

Managing the budget: fixed and variable costs, different expenses based on type of event (e.g. face-to-face, online, hybrid), revenue and contingency funds

Finalise event preparations, oversee set-up and breakdown, monitor event operation, coordinate and liaise with services, evaluate operational success

Implement and monitor environmentally sustainable work practices, including current practices in relation to resource usage, set targets for improvement, develop improvement strategies and monitor/record performance.

#### **LO4 Monitor and evaluate an event to ensure customer and business requirements are met**

*Monitor events:*

Establishing key performance indicators (KPIs) for events, understand how to identify required business levels and know how to track and analyse enquiries to fulfil them

Capturing data that supports decision-making process, including data relevant to the organisation, sector and stakeholders; evidence-based conclusions from similar event performances

Processes for monitoring and recording quality and quantity of products, price fluctuations, product availability, staffing issues and logistics to ensure the smooth running of events

Establishing the frequency of monitoring

Dealing with variances to ensure event success.

*Evaluate events:*

Gathering, interpreting and analysing evidence generated through all stages of events to determine success from both the customer and business perspective in relation to sales/costs, profits, gross/net profit, results of audits, team feedback and client and customer feedback

Impacts of event delivery on the environment, social and governance agendas

Use of feedback and results to identify successful and profitable events.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Examine how event plans are researched, developed and agreed to meet customer and business requirements		
<p><b>P1</b> Investigate sources of market and customer research to inform event plans.</p> <p><b>P2</b> Discuss the key principles of developing and agreeing event plans in line with customer and business requirements.</p>	<p><b>M1</b> Analyse approaches to researching, developing and agreeing event plans and their contribution to event success.</p>	<p><b>D1</b> Critically analyse approaches to researching, developing and agreeing event plans and make recommendations for ensuring that they will underpin event success.</p>
<b>LO2</b> Develop, implement and review policies and procedures for an event		
<p><b>P3</b> Review examples of policies and procedures from a range of events and identify how they are implemented.</p> <p><b>P4</b> Create and implement a set of policies and procedures for an event to maximise effectiveness.</p>	<p><b>M2</b> Produce a set of detailed policies and procedures for an event and analyse how they are implemented to maximise effectiveness.</p>	<p><b>D2</b> Evaluate policies and procedures for an event and make recommendations for effective implementation.</p>
<b>LO3</b> Manage resources and logistics to ensure an event is delivered within the confines of the event specifications		
<p><b>P5</b> Determine the resources required to deliver an effective event.</p> <p><b>P6</b> Demonstrate the key management skills required to manage an event effectively through pre-event briefing and delegating.</p>	<p><b>M3</b> Compare the different approaches to managing different types of event.</p> <p><b>M4</b> Adopt an appropriate approach to managing resources and logistics effectively for an event.</p>	<p><b>D3</b> Critique different management models for a range of events and make justified solutions and recommendations.</p>

Pass	Merit	Distinction
<b>LO4</b> Monitor and evaluate an event to ensure customer and business requirements are met		<b>D4</b> Make practical recommendations for future monitoring and evaluating of events to ensure that customer and business expectations are met.
<b>P7</b> Apply methods for monitoring and evaluating the success of an event.  <b>P8</b> Identify and deal with variances to ensure the success of an event.  <b>P9</b> Evaluate the success of an event and make recommendations for improvements.	<b>M5</b> Critically interpret and evaluate results to make valid recommendations to improve current and future events.	

## Recommended Resources

### Textbooks

Allen, J., and Harris, R. and Jago, L. (2022) *Festival & Special Event Management, Essential Edition*. Chichester: John Wiley and Sons.

Bowdin, G., Allen, J., Harris, R. McDonnell, I., Jago, L. and O'Toole, W. (2023) *Events Management*. 4th Ed. Oxford: Routledge.

Dowson, R. Albert, B. and Lomax, D. (2022) *Event Planning and Management: Principles, Planning and Practice*. 3rd Ed. London: Kogan Page.

Kilkenny, S. (2021) *The Complete Guide to Successful Event Planning*. 3rd Ed. Ocala, Florida: Atlantic Publishing.

### Websites

[www.cit-world.com](http://www.cit-world.com)

C&IT Insight  
(Resources)

[www.eventbrite.co.uk/](http://www.eventbrite.co.uk/)

Eventbrite  
'Eventbrite TRNDS 2024'  
(Research)

[mitmagazine.co.uk](http://mitmagazine.co.uk)

*Meetings & Incentive Travel (M&IT)*  
(General reference)

### Links

This unit links to the following related units:

*Unit 8: Managing Conference and Events*

*Unit 30: Global Events*

# Unit 30: Global Events

**Unit code:** Y/651/4253

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

The aim of this unit is to provide students with a background knowledge and an understanding of global events.

In this unit, students will examine the dynamic and diverse nature of the events industry, the impact of events on the environment in which they operate and the factors influencing the industry's development. They will also appraise the likely future demand and development of events worldwide.

Throughout the unit, a range of international events will be studied using case studies of major events to enhance the teaching and learning experience and to develop students' understanding of the contexts in which global events are conceived and managed in key regions of the world.

By using case studies, students will also develop their understanding of the economic and operational complexities of the industry, and the significance of issues that are integral to the day-to-day management of events. Finally, the unit will develop students' ability to analyse and critically reflect on an increasingly globally important sector.

## Learning Outcomes

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

- LO1 Explore the diversity of the global events industry and the factors that have influenced its development
- LO2 Evaluate the value, legacy and the impact of events on the environment in which they operate and appraise the management strategies used to support responsible event development
- LO3 Assess the impacts the macroenvironment has on the global events industry and their influence on decision-making and organisational behaviour
- LO4 Evaluate the criteria essential for the successful planning of specific events.

## Essential Content

### LO1 Explore the diversity of the global events industry and the factors that have influenced its development

#### *Diversity of the sector:*

Different types of events by size, form or content e.g. by size: local or community events, major events, hallmark events, mega events; by form or content: cultural events, sports events, music events, business events

Mobile vs place events

The structure and the components of the event industry e.g. event organisations, event management companies, venues, events industry suppliers, industry associations

The different roles of events in society.

#### *Factors influencing the development of the events:*

The growth and emergence of the events industry

The value and contribution of events to the global economy

Demand and motivations for different types of events

Event history and sociocultural developments

Global expansion and opportunities for events

Influences on events and future trends in the events industry.

### LO2 Evaluate the value, legacy and the impact of events on the environment in which they operate and appraise the management strategies used to support responsible event development

#### *Value, impact and legacy of events:*

The positive and negative impacts, both short-term and long-term, of events from social and cultural, physical and environmental, political, tourism and economic perspectives

How international and cultural diversity affects events

The contribution of events to the economy at national, regional and local level

Event legacy e.g. sustainability, measuring events' long-term impacts on stakeholders and on systems at local, national, and global levels.

*Responsible event development:*

Event stakeholders and responsibilities of organisations to meet different stakeholder interests and expectations

The use of economic impact studies in measuring event outcomes

Management techniques for measuring impacts e.g. the corporate environmental management model (CEM) and balance scorecard (BSC)

The role of the events industry in balancing the impacts of events

Methods of identifying and managing community perceptions of the impact of events

The sustainability and suitability of venues e.g. use of renewable energy, recycling, controlled power and air conditioning, access using public transport

Capture data that supports the decision-making process, including: data relevant to the organisation, sector and stakeholders; data that is relevant to the theme or issue; evidence-based conclusions from similar event/project performances

The role of government: governmental responses to environmental and operational factors affecting events.

**LO3 Assess the impacts the macroenvironment has on the global events industry and their influence on decision-making and organisational behaviour**

*The impact of the macroenvironment on events:*

The context of the macroenvironment: the application of the PESTLE framework (political, economic, social, cultural, technological, legal and environmental considerations) and how event organisers need to monitor and forecast external influences

The impact of demographic and psychographic change affecting event workforce skills and knowledge

The impact of digital and social technologies

The global shift in economic and social power

Ethical and sustainable growth

Risk management, including safety, security and economic performance

Developing a risk management matrix and effective communication channels

The impact of key environmental factors on decision-making and organisational behaviour.

## LO4 Evaluate the criteria essential for the successful planning of specific events

### *The planning function:*

Event concept planning: the intent to bid, feasibility analysis, decision to proceed or cease

Strategic planning for events, financial, human resource, project, marketing and sponsorship planning, branding strategies

SWOT (strengths, weaknesses, opportunities and threats) analysis and the decision-making process when planning events

Formulating the idea to feasibility, the bidding process and bidding campaign

Event life cycles and the different stages of planning in the life cycle

Role of stakeholders e.g. the event host, the government, the media, the host community

The transformation process of events.

### *Approaches to effective planning:*

Establish event requirements, details, staging or logistic requirements

Plan and organise workflow, solve problems and make decisions

Managing the budget: fixed and variable costs, different expenses based on type of event (e.g. face-to-face, online, hybrid), revenue and contingency funds

Finalise event preparations, oversee set-up and breakdown, monitor event operation, coordinate and liaise with services, evaluate operational success

Implement and monitor environmentally sustainable work practices, including current practices in relation to resource usage, set targets for improvement, develop improvement strategies and monitor/record performance

The importance of policies and procedures for successful event management e.g. insurance, caring for event participants with additional requirements, employing event personnel, environmental policy, handling hazardous materials, handling cash, health and safety, staff/guest code of conduct, handling of food, traffic management

Key strategies related to event risk management e.g. safety, sponsorship, funding

Trends and issues affecting specific events e.g. conflicting needs of stakeholders, needs and receptiveness of the community, cultural sensitivity and awareness, globalisation and technology.

*Monitoring events:*

Establishing key performance indicators (KPIs) for events

Process for monitoring and recording quality/quantity of related products and/or services linked to event, stakeholder availability, event staffing issues and logistics

Dealing with variances to ensure event success.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explore the diversity of the global events industry and the factors that have influenced its development		<b>D1</b> Critically evaluate the key factors that have influenced and shaped the events industry and the role they play in society.
<b>P1</b> Examine the diversity of the global events industry, including its structure and organisation and the role of different types of event in society.  <b>P2</b> Explain the factors that have influenced the development of the events industry globally.	<b>M1</b> Evaluate the key factors that have influenced the development, structure and organisation of the events industry and the role of different events in society.	
<b>LO2</b> Evaluate the value, legacy and the impact of events on the environment in which they operate to support responsible event development		<b>D2</b> Recommend management strategies used to support responsible event development.
<b>P3</b> Evaluate the value, impacts and legacy of a range of global events on the environment in which they operate.  <b>P4</b> Review management strategies used to support responsible event development for a range of global events.	<b>M2</b> Critically evaluate the specific management strategies used by the events industry to support responsible event development for a range of global events.	

Pass	Merit	Distinction
<p><b>LO3</b> Assess the impacts the macroenvironment has on the global events industry and their influence on decision-making and organisational behaviour</p>		<p><b>LO3 and LO4</b></p> <p><b>D3</b> Provide recommended improvements and solutions for a specific event to minimise adverse impacts and maximise profit.</p>
<p><b>P5</b> Determine the positive and negative impacts the macroenvironment has on the global events industry and their influence on decision-making and organisational behaviour, supported by specific examples.</p>	<p><b>M3</b> Applying specific examples, evaluate the macroenvironmental factors influencing the global events industry and analyse their influence on decision-making and organisational behaviour.</p>	
<p><b>LO4</b> Evaluate the criteria essential for the successful planning of specific events</p>		
<p><b>P6</b> Conduct a SWOT analysis for a specific event to assess the criteria essential for the successful planning of events.</p>	<p><b>M4</b> Critically evaluate the criteria essential for the successful planning of events, taking into consideration the impacts on the internal and external environment.</p>	

## Recommended Resources

### Textbooks

Bowdin, G., McDonnell, I., Allen, J., Jago, L. and O'Toole, W. (2023) *Events Management*. 4th Ed. Oxford: Routledge.

Getz, D. and Page, S. (2024) *Event Studies: Theory, Research and Policy for Planned Events*. 5th Ed. Oxford: Routledge.

Shone, A. and Parry, B. (2019) *Successful Event Management: A Practical Handbook*. 5th Ed. Andover, Hants: Cengage Learning EMEA.

Van der Wagen, L. (2018) *Events Management: for Tourism, Cultural, Business and Sporting Events*. 5th Ed. Victoria: Cengage Australia.

### Websites

[www.eventimpacts.com](http://www.eventimpacts.com)

eventIMPACTS

(General reference)

[www.fifa.com](http://www.fifa.com)

Fédération Internationale de Football Association (FIFA)

'Tournaments'

(General reference)

[www.ifea.com](http://www.ifea.com)

International Festivals and Events Association (IFEA)

(General reference)

[www.ileahub.com](http://www.ileahub.com)

International Live Events Association (ILEA)

(General reference)

[olympics.com/ioc](http://olympics.com/ioc)

International Olympic Committee (IOC)

(General reference)

### Links

This unit links to the following related units:

*Unit 8: Managing Conference and Events*

*Unit 29: Managing and Planning an Event*

# Unit 31: Digital Marketing

**Unit code:** R/618/5121

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

To support digital transformation and growth, hospitality organisations are becoming more digital savvy and are developing digital marketing plans. The role of digital marketing is to help organisations gain new traffic, leads and sales for their business by expanding reach to consumers looking for products and services.

The aim of this unit is to introduce students to digital marketing and its importance in the successful marketing of organisations. The unit will enable students to develop an understanding of how organisations use various digital tools and techniques to engage their customers and maintain a competitive advantage.

Digital marketing is a major component of the successful marketing of organisations. The digital landscape is continually evolving, so it is important for marketers to stay ahead of their competitors and deliver cutting-edge digital marketing approaches and strategies.

This unit is designed to give students the knowledge and tools to work as part of a digital marketing team or to go on to further study in this specific area.

## Learning Outcomes

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

- LO1 Investigate the influence of the digital environment for effective marketing of business organisations
- LO2 Apply digital tools and techniques for an integrated marketing approach within a given business organisation
- LO3 Design a digital marketing campaign using multimedia to optimise content that targets key audiences
- LO4 Evaluate methods of monitoring and measuring a digital marketing campaign in line with marketing objectives to increase engagement and conversions.

## Essential Content

### LO1 Investigate the influence of the digital environment for effective marketing of business organisations

#### *The digital environment:*

Definitions of digital marketing

Digital marketing career opportunities and roles e.g. digital marketing executive, search engine optimisation (SEO) specialist, content strategist

Key knowledge and skills, including digital integration, product management, customer experience, branding, monitoring and evaluating effectiveness and risk management

Key behaviours e.g. influencing, collaboration, creativity, commercial awareness, entrepreneurial, innovative and inspiring, being financially literate

Overview of the digital landscape and online consumer power

Key benefits of digital marketing as a business tool

The role of digital marketing in relation to the 7Ps of marketing

Stages of the digital marketing life cycle

Organisation challenges of digital marketing: legislation, technological resources and availability of skills.

#### *Digital marketing opportunities:*

Role of digital marketing strategy

Digital marketing for business establishment and growth

Use of artificial intelligence (AI) in marketing and how it affects digital campaigns e.g. personalisation

Importance of customer insight and understanding in developing digital marketing campaigns

The growth of 'micro-moments' and their impact on business

Consumer life cycle stages of digital adoption.

## **LO2 Apply digital tools and techniques for an integrated marketing approach within a given business organisation**

### *Digital tools, platforms and channels:*

Advantages and disadvantages of digital tools, platforms and channels

Selecting appropriate digital tools, platforms and channels for organisation context e.g. website, social media, apps

Digital marketing techniques to encourage customer acquisition, conversion and retention e.g. SEO, display and video advertising, email marketing, pay-per-click advertising

Reach, impact and cost effectiveness of digital marketing tools and techniques.

### *Content marketing:*

Advantages and disadvantages of different content formats

Content marketing process, including research best practice to develop content topics based on target personas, developing a content calendar to plan and structure content creation and promotion, aligning content to achieving business goals

Creating, curating and appraising content, including aligning content to different stages of the buyer journey, identifying the key components in a company's brand personality, recognising the benefits of content personalisation tools to create and curate different types of content

Format of and restrictions on content.

### *Integration of digital with other marketing channels:*

Frameworks and models of integration

Multichannel marketing vs omnichannel marketing

Benefits of integrated data and analysis

Integration and resource planning.

## **LO3 Design a digital marketing campaign using multimedia to optimise content that targets key audiences**

### *Digital marketing campaign planning:*

A digital campaign vs regular communications plan

Different audience research methods and social listening techniques

Awareness of specific cultural factors that influence research

Establishing campaign goals and messaging proposition

Alignment with wider organisation marketing objectives

Integrating elements of the marketing mix

Auditing existing digital channels and assets

Setting objectives, selecting digital tools, platforms and channels (e.g. Snapchat, Instagram, Facebook) to meet social media objectives

Resource and implementation planning.

*Digital marketing campaign design:*

Campaign theme and the creative concept

Structuring the digital marketing campaign to maximise reach  
e.g. timescales, frequency

Factors to determine offer and desired audience 'call to action'

Creating buyer personas and value proposition

Design factors to provide a seamless customer experience e.g. mapping customer journey, consistent brand identity and messaging.

#### **LO4 Evaluate methods of monitoring and measuring a digital marketing campaign in line with marketing objectives to increase engagement and conversions**

*Monitoring and measuring techniques:*

Measures of digital campaigns using key performance indicators (KPIs), measurable metrics and use of analytics platforms

Procedures used for measuring digital campaigns

Performance measures using online metrics

Populations measures.

*Monitoring changes in the technological environment:*

Tools and techniques for monitoring and reporting digital changes

Environmental scanning

Capturing and reporting on changes in the technological environment.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Investigate the influence of the digital environment for effective marketing of business organisations		<b>LO1 and LO2</b>  <b>D1</b> Critically analyse digital marketing to draw valid conclusions for effective marketing of business organisations.
<b>P1</b> Examine the opportunities and challenges digital marketing presents for effective marketing of business organisations.	<b>M1</b> Analyse the opportunities and challenges for business organisations in the digital marketing landscape.	
<b>LO2</b> Apply digital tools and techniques for an integrated marketing approach within a given business organisation		
<b>P2</b> Apply key digital tools and techniques that are available to marketers for an integrated marketing approach.  <b>P3</b> Discuss their effectiveness in terms of reach, impact and cost.	<b>M2</b> Analyse the effectiveness of applying an integrated marketing approach and the benefits this has for an organisation.	
<b>LO3</b> Design a digital marketing campaign using multimedia to optimise content that targets key audiences		<b>LO3 and LO4</b>  <b>D2</b> Create a multimedia digital marketing campaign that provides a seamless customer experience and applies appropriate measures and performance metrics aligned to digital marketing objectives.
<b>P4</b> Design a digital marketing campaign that integrates and optimises multiple digital channels to reach target key audiences.	<b>M3</b> Design a digital marketing campaign that applies a creative concept to capture audience interest and inspire 'call to action'.	
<b>LO4</b> Evaluate methods of monitoring and measuring a digital marketing campaign in line with marketing objectives to increase engagement and conversions		
<b>P5</b> Evaluate the measurement techniques and performance metrics in digital marketing.  <b>P6</b> Present a set of actions to improve performance in digital marketing.	<b>M4</b> Critically evaluate the application of key digital measurement techniques and performance metrics used in digital marketing.	

## Recommended Resources

### Textbooks

Chaffey, D. and Ellis-Chadwick, F. (2022) *Digital Marketing: Strategy, Implementation and Practice*. 8th Ed. Harlow: Pearson.

Driscoll-Miller, J. and Lim, J. (2020) *Data-First Marketing: How to Compete and Win in the Age of Analytics*. Hoboken, New Jersey: John Wiley & Sons.

Kingsnorth, S. (2022) *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. 3rd Ed. London: Kogan Page.

### Websites

[www.digitalmarketer.com](http://www.digitalmarketer.com)

DigitalMarketer

'Resources'

(General reference)

[digitalmarketinginstitute.com](http://digitalmarketinginstitute.com)

Digital Marketing Institute

'Membership'

(General reference)

[www.hubspot.com](http://www.hubspot.com)

HubSpot

'Resources'

(Templates)

[www.marketingdonut.co.uk](http://www.marketingdonut.co.uk)

Marketing Donut

'Online marketing'

(General reference)

[www.smartinsights.com](http://www.smartinsights.com)

Smart Insights

'Resources'

(Toolkits and templates)

### Links

This unit links to the following related units:

*Unit 15: Marketing Processes and Planning*

*Unit 32: Integrated Marketing Communications*

# Unit 32: Integrated Marketing Communications

**Unit code:** Y/618/5122

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

Creating brand awareness among customers at a minimal cost is key for all businesses as they strive to create a seamless experience for consumers to interact with their brand through multimedia options. Integrated marketing communication helps in integrating all the essential components of marketing to communicate a similar message to potential and existing end users.

This unit is designed to develop students' knowledge and understanding of marketing communications and the techniques used. They will learn underpinning theories and frameworks of marketing and be able to relate them to real-world examples, such as promotions that they are likely to encounter in their daily lives.

An organisation may create and develop a revolutionary new product or service, but needs to use the most appropriate methods of promoting it to the target audience – this is the role of marketing communications. We encounter hundreds of promotions every day of our lives and the challenge for marketers is to be able to cut through the multitude of communications from potential competitors to deliver and reinforce the association with the brand.

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

## Learning Outcomes

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

- LO1 Evaluate marketing channels for achieving communication objectives as part of a communications strategy
- LO2 Develop an integrated marketing communications plan to achieve specified communication objectives in a business context
- LO3 Produce appropriate content for a marketing channel that meets specified communication objectives
- LO4 Apply methods for monitoring an integrated marketing communications (IMC) plan to maximise reach and achieve positive return on investment (ROI).

## Essential Content

### LO1 Evaluate marketing channels for achieving communication objectives as part of a communications strategy

*Different channels of marketing communications:*

Definitions of marketing communications

Channels of marketing communications, including paid media, earned media and owned media

The purpose of the integrated marketing communications (IMC) plan and the marketing communications mix.

*Communication objectives:*

Integration of communications objectives (e.g. to increase value of the business) for maximising resources to marketing strategy

The role of marketing communications in promoting and developing brands in terms of awareness, associations, perceptions, building customer loyalty, and managing change

Imaginative strategies for integration and interaction between different elements of the communications mix

Ethical issues in marketing communications, including advertising to children, pressure-selling techniques, product placement, 'greenwashing' and privacy

Cultural awareness, adapting marketing communications to meet different cultural needs.

### LO2 Develop an integrated marketing communications plan to achieve specified communication objectives in a business context

*Integrated marketing communications (IMC) plan:*

Defining and exploring the communications planning process

Situational analysis

Setting the communication objectives in relation to marketing and business objectives

Integrating communication objectives in terms of the product life cycle, marketing strategy and business objectives

The role of scheduling and budgeting in the IMC plan.

*Channel selection and integration:*

Creating a schedule and communications plan

Identifying the most appropriate channel selection and rationale to maximise coverage across media and target specific audience

The marketing communications mix, including:

- advertising
- sales promotion
- public relations
- sponsorship
- direct marketing
- exhibitions and trade fairs
- personal selling
- digital marketing
- product placement
- merchandising
- ambient media

Digital platforms, including webpages, podcasts, videos, social media feeds, multimedia news releases, blogs.

**LO3 Produce appropriate content for a marketing channel that meets specified communication objectives**

*Appropriate design and content:*

Different types of content (e.g. Instagram, X, Facebook and other social media platforms and posts) to launch a specific campaign

Content for awareness, conversions and nurture, and mapping the customer journey

The use of website pages and direct marketing material e.g. leaflets, posters, flyers

Colours and symbols as brand-building tools

The importance of visual art design, typography and page layout.

Website design and development with ecommerce capabilities

Creativity in marketing communications activities and different strategic approaches e.g. product/consumer orientated, think/feel/do approaches

Creating consistency across communication messaging and the brand 'look and feel' to achieve overall marketing strategy

The value of creating compelling, impactful storytelling and narrative

Building the content calendar

Regulations and marketing communications.

**LO4 Apply methods for monitoring an integrated marketing communications (IMC) plan to maximise reach and achieve positive return on investment (ROI)**

*Monitoring and evaluation:*

Importance of monitoring and evaluating marketing communications plans and operations

Methods of measuring customer responses and evaluating a marketing communications plan

Linking measuring and evaluation to the overall marketing and business objectives and strategy.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Evaluate marketing channels for achieving communication objectives as part of a communications strategy		<b>D1</b> Provide justified recommendations for adding value and maximising resources to serve communication objectives.
<b>P1</b> Compare how different marketing channels serve communication objectives as part of a marketing strategy.	<b>M1</b> Critically evaluate how different marketing channels serve communication objectives and are integrated as part of a marketing strategy.	
<b>LO2</b> Develop an integrated marketing communications plan to achieve specified communication objectives in a business context		<b>LO2 and LO3</b> <b>D2</b> Create a strategic integrated marketing communications plan and effective content for a marketing channel to successfully meet the marketing and business objectives.
<b>P2</b> Produce communication objectives for a given organisational situation. <b>P3</b> Devise an integrated marketing communications plan to achieve specified communication objectives.	<b>M2</b> Produce a detailed integrated marketing communications plan that includes multiple communication channels and SMART (specific, measurable, achievable, realistic, time-bound) communication objectives.	
<b>LO3</b> Produce appropriate content for a marketing channel that meets specified communication objectives		
<b>P4</b> Create content for a marketing channel to meet specified communication objectives.	<b>M3</b> Create detailed content for a marketing channel to meet specified communication objectives in line with business objectives.	
<b>LO4</b> Apply methods for monitoring an integrated marketing communications (IMC) plan to maximise reach and achieve positive return on investment (ROI)		<b>D3</b> Provide justified recommendations for improving the marketing communications plan to maximise revenue and successfully meet both communication and business objectives.
<b>P5</b> Suggest methods for monitoring a marketing communications plan linked to marketing strategy.	<b>M4</b> Provide recommendations for methods to monitor an integrated marketing communications (IMC) plan aligned to marketing strategy.	

## Recommended Resources

### Textbooks

Clow, K. and Baack, D. (2021) *Integrated Advertising, Promotions and Marketing Communications*. 9th Ed. Harlow: Pearson.

Fill, C. and Turnbull, S. (2023) *Marketing Communications*. 9th Ed. Harlow: Pearson.

Hackley, C. and Hackley, R.A. (2021) *Advertising and Promotion*. 5th Ed. London: SAGE Publications.

Hooley, G., Piercy, N., Nickoulaud, B., Rudd, J. and Lee, N. (2024) *Marketing Strategy and Competitive Positioning*. 8th Ed. Harlow: Pearson.

### Websites

[www.digitalmarketer.com](http://www.digitalmarketer.com)

DigitalMarketer

'Resources'

(General reference)

[www.digitalmarketinginstitute.com](http://www.digitalmarketinginstitute.com)

Digital Marketing Institute

'Membership'

(General reference)

<https://www.hubspot.com>

HubSpot

'Resources'

(Templates)

[www.marketingdonut.co.uk](http://www.marketingdonut.co.uk)

Marketing Donut

'Online marketing'

(General reference)

[www.smartinsights.com](http://www.smartinsights.com)

Smart Insights

'Resources'

(Toolkits and templates)

### Links

This unit links to the following related units:

*Unit 15: Marketing Processes and Planning*

*Unit 31: Digital Marketing*

# Unit 33: Diet and Nutrition

**Unit code:** J/616/1821

**Unit Type;** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

Through the subject of nutrition, students will determine how the intake of food can have a serious impact on health and wellbeing. Students will develop their knowledge of essential nutritional principles such as macro and micronutrients, dietary requirements, hydration and effects of diet on health and disease.

Students will master specialised subjects such as food allergies and intolerances, eating disorders, diet-related illnesses and nutritional requirements throughout all stages of life. Legislation and regulations will be explored along with the understanding of nutritional food labelling.

This unit will enable students to create and critically analyse recipes and menus, covering a variety of hospitality sectors and an array of dietary requirements.

## Learning Outcomes

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

- LO1 Demonstrate in-depth knowledge of nutrients and calories, their sources and their effect on health and wellbeing
- LO2 Evaluate the impact of nutritional knowledge in relation to hospitality management
- LO3 Examine the implications of nutrition in relation to specific diseases, digestive disorders and key stages of life
- LO4 Discuss menu planning for specialist diets including allergies and intolerance, cultural and ethnic food requirements and plant-based diets.

## Essential Content

### LO1 Demonstrate in-depth knowledge of nutrients and calories, their sources and their effect on health and wellbeing

#### *Macro and micronutrients:*

The functions of nutrients, vitamins and minerals in the body

Sources of nutrients, vitamins and minerals in food

The effect of deficiencies of nutrients, vitamins and minerals on the body

Daily recommended allowances (DRAs) and dietary reference values (DRVs) for individuals, sub-sectors and populations

How to calculate individual energy and nutritional requirements.

#### *Calories:*

Calories and their nutritional value

Cooking methods to reduce calories and increase nutritional value

Hidden calories in healthy foods: where you will find them, alternatives and dietary advice.

#### *Dehydration:*

Sources and effects of dehydration

Benefits of water

Alcohol, caffeine, energy drinks and their effects on the body.

### LO2 Evaluate the impact of nutritional knowledge in relation to hospitality management

#### *Recipe writing:*

How to plan and devise healthy, enjoyable meals for a diverse range of situations and customers to meet specific dietary requirements e.g. vegetarian, vegan, diabetic

Creating menus with reduced fat, sugar, salt, increased protein, increased fibre and for gluten-free diets.

*Nutritional values in effective menu planning:*

Calculation of calories in recipes, measurements of macronutrients per dish to create balanced meals, the use of food composition databases and software for nutritional analysis

Characteristics of a nutritious diet

UK government Eatwell Guide plate vs the US Department of Agriculture (USDA) MyPlate guide.

*Cooking methods:*

How the cooking methods affect the nutritional value of the food

Storage and processing methods and their effect on nutrients in food.

*The role of nutrition across the various segments of hospitality:*

The different approaches to the role of nutrition in meeting a wide range of stakeholder considerations and needs e.g. schools, hospitals, private catering, hotels, restaurants and fast-food outlets.

**LO3 Examine the implications of nutrition in relation to specific diseases, digestive disorders and key stages of life**

*Diseases and digestive disorders:*

The role of nutrition and menu planning in preventing disease and disorders

Developing a diet and menu for the treatment of diabetes and cardiovascular disease (among other diseases)

Determine different nutritional deficiency disorders (e.g. anaemia and osteoporosis) and the implications these have for menu planning.

*Eating disorders:*

Understanding the rise in eating disorders (e.g. anorexia and bulimia), how they can be treated and how they can be prevented through dietary requirements

Determine the role that diet and exercise play in the treatment of depression, anxiety, stress and other mental health issues.

*Stages of life:*

Mother and baby – the essential elements of nutrition that need to be taken into consideration before conception and during pregnancy, lactation, breastfeeding and weaning

Children – what children should be eating, overcoming nutritional issues and reducing child obesity

Teenagers – nutritional concerns for teenagers e.g. inappropriate slimming, drinking alcohol and nutrition for the teenage athlete

Adulthood and old age – diet to prevent disease, cope with hormonal changes and ensure quality of life.

**LO4 Discuss menu planning for specialist diets including allergies and intolerance, cultural and ethnic food requirements and plant-based diets**

*Allergies and intolerances:*

Food allergy vs food intolerance and the differences between them

Different types of food allergies and their effects on the body, including symptoms and conditions

Different types of intolerances e.g. malabsorption, coeliac disease, Crohn's disease, lactose intolerance.

*Cultural and ethnic requirements:*

How cultural and religious factors influence food choice

Cultural and religious considerations in nutrition and food preparation.

*Menu modification:*

How to adapt recipes and menus to comply with various allergies and intolerances, including taking into account food preparation to prevent cross-contamination.

*Plant-based diets:*

Types of plant-based diet and benefits of plant-based diets

Nutritional implications and key nutrients

At-risk groups.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p><b>LO1</b> Demonstrate in-depth knowledge of nutrients and calories, their sources and their effect on health and wellbeing</p>		<p><b>D1</b> Critically analyse diet requirements for different subgroups and individuals according to calories and macronutrients of the five food groups.</p>
<p><b>P1</b> Assess the impact of different types of nutrients and calories on health and wellbeing of subgroups and individuals in terms of the five food groups.</p> <p><b>P2</b> Examine the nutritional value of a range of food products and determine which of those products have hidden calories.</p>	<p><b>M1</b> Analyse the relationship between diet and the health of different subgroups and individuals.</p>	
<p><b>LO2</b> Evaluate the impact of nutritional knowledge in relation to hospitality management</p>		<p><b>D2</b> Produce detailed and justified menu plans that reflect and incorporate specific nutritional knowledge, including cooking methods and storage of food, for a range of businesses.</p>
<p><b>P3</b> Design and plan healthy, enjoyable meals for a range of situations, health initiatives and customers.</p> <p><b>P4</b> Evaluate how nutritional values are relevant to a range of businesses e.g. schools, hospitals, catering, hotels, restaurants and fast-food outlets.</p>	<p><b>M2</b> Calculate calories and macronutrients per dish to create healthy balanced meals.</p> <p><b>M3</b> Critically evaluate how cooking methods, storage and processing methods affect the nutritional value of the food for a range of businesses.</p>	

Pass	Merit	Distinction
<b>LO3</b> Examine the implications of nutrition in relation to specific diseases, digestive disorders and key stages of life		<b>D3</b> Critically evaluate nutritional deficiency disorders and requirements throughout the key life stages, providing justified recommendations for developing profitable menu plans in line with business strategy.
<b>P5</b> Discuss how to prevent the onset of nutritional deficiency disorders (e.g. anaemia and osteoporosis) in menu planning.  <b>P6</b> Explore the changing nutritional requirements throughout the key stages of life and the implications for menu planning.	<b>M4</b> Evaluate different nutritional deficiency disorders and requirements throughout the key life stages to produce creative and profitable menu plans.	
<b>LO4</b> Discuss menu planning for specialist diets including allergies and intolerance, cultural and ethnic food requirements and plant-based diets		<b>D4</b> Critically evaluate how a range of specialist dietary requirements and intolerances are met by specialist dietary menu planning.
<b>P7</b> Review a range of specialist dietary menu plans for those with cultural and ethnic requirements, intolerances and plant-based requirements.	<b>M5</b> Compare and contrast the differences between menu planning for a range of specialist diets.  <b>M6</b> Evaluate the benefits and the nutritional implications of developing specialist menus to meet a range of specialist dietary requirements.	

## Recommended Resources

### Textbooks

Drummond, K.E. and Brefere, L.M. (2021) *Nutrition for Foodservice and Culinary Professionals*. 10th Ed. New Jersey: John Wiley & Sons.

Lanham-New, S., Gallagher, A., Vorster, H. and Hill, T. (2019) *Introduction to Human Nutrition*. 3rd Ed. Chichester: Wiley-Blackwell.

Mann, J., Hodson, L. and Truswell, A.S. (2023) *Essentials of Human Nutrition*. 6th Ed. Oxford: Oxford University Press.

Rolfes, S. and Whitney, E (2021) *Understanding Nutrition*. 16th Ed. California: Brooks/Cole.

### Websites

<https://www.nice.org.uk>

National Institute for Health and Care Excellence (NICE)

'Guidance'

(General reference)

[nutritionfacts.org](https://www.nutritionfacts.org)

NutritionFacts.org

(General reference)

[www.nutrition-society.org](https://www.nutrition-society.org)

Nutrition Society

(General reference)

[www.who.int](https://www.who.int)

World Health Organization (WHO)

'Health topics'

(General reference)

### Links

This unit links to the following related units:

*Unit 22: Menu Development, Planning and Design*

*Unit 23: Creative Kitchen Management*

*Unit 24: Food Innovation*

*Unit 26: Food Service Management*

# Unit 34: Facilities Management

**Unit code:** L/616/1822

**Unit Type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

This unit provides a broad overview of facilities management and develops students' ability to use relevant knowledge, ideas and skills to compose procedures and methods to address operational issues. The unit prepares students to take responsibility for planning and delivering solutions by practising autonomy and to make the best judgements in the operations at a management level. Students will gain specialised knowledge, along with critical and independent thinking skills, enable them to deliver the best results and develop strategies for managing and running businesses effectively.

The unit focuses on in-depth knowledge and essential skills to run a business effectively in a wide variety of contexts. These contexts include change management, people management, managing health and safety in the workplace, outsourcing strategies, workplace productivity, supplier relationships, benchmarking best practices, importance of quality, negotiation skills, sustainability and environmental management.

Students will critically analyse and discuss one of the fastest-growing industries around the globe. They will acquire a varied range of skills, enabling them to illustrate regulatory obligations that have an impact on the facilities and how they are run. The unit aims to equip students with the essential skills for strategic planning, research, critical evaluation, presentation, leadership and people management.

## Learning Outcomes

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

- LO1 Analyse the importance of facility management operations for effective business performance
- LO2 Evaluate the global market trends in facilities management, major players, opportunities and the competition in the hospitality industry
- LO3 Investigate the key aspects and importance of people management, workplace productivity and health and safety in facilities management
- LO4 Explore the importance of benchmarking best practices, sustainability measures and environmental impact on the hospitality industry.

## Essential Content

### LO1 Analyse the importance of facility management operations for effective business performance

#### *Introduction and product definition:*

The organisation, the client and the key issues

Core business markets: customers, organisations management, business strategy, capital

Non-core business service providers: IT infrastructure, facilities management companies, cost savings

The importance of integrating a holistic approach to ensure the highest standards of maintenance and life cycle asset planning.

#### *Client relations, customer care and services:*

The importance of meeting and exceeding client needs and expectations

Customer services provided in different functional areas: front of house, housekeeping, cleaning and catering

Different considerations e.g. safety and security, legal liabilities.

#### *Construction work and building management:*

Portfolio management and cost management e.g. acquisition, disposal, business leases

Planning and valuation, tender documents, service specifications, service level agreements and key performance indicators (KPIs).

#### *Maintenance:*

Types of maintenance: preventative maintenance programmes, scheduled planning, emergency and reactive, costs, turnkey service management, ebusiness solutions and support.

#### *Supplier relationships:*

Negotiations, risk factors, contracts, agreements and tendering processes and documents.

#### *Space management and ergonomic designs:*

Office aesthetics, group planning, space records, space-saving measures.

*IT and communications:*

Network needs, Wi-Fi zones and wireless local area networks (LANs), IT infrastructure, conferencing and presentation technology.

**LO2 Evaluate the global market trends in facilities management, major players, opportunities and the competition in the hospitality industry**

*Global trends and potential:*

Projected growth of the hospitality industry and scope for future growth, emerging markets and hotspots for growth

Growing trend towards outsourcing and opportunities in terms of in-house service vs outsourced services

Growing technology and innovation e.g. the digital twin to provide seamless collaboration, the use of the internet of things to integrate business processes and improve service levels.

*Competition:*

Leading companies in the world of facilities management services, market shares and challenges

The key players for soft services and hard services.

**LO3 Investigate the key aspects and importance of people management, workplace productivity and health and safety in facilities management**

*Human resources management:*

Employment obligations, professional development, skills, management structure, appraisals, disciplinary and grievances

The benefits and challenges of a culturally diverse workforce.

*Managing change:*

Implications of organisational changes and managing change and its process

Resolving conflicts and issues and communicating changes.

*Health and safety:*

Health and safety policies and legislation

Risk assessments and risk management

Fire safety policies and procedures.

#### **LO4 Explore the importance of benchmarking best practices, sustainability measures and environmental impact on the hospitality industry**

##### *Benchmarking:*

Different strategies e.g. continuous improvement, measuring performances, cost centres, service levels.

##### *Sustainable management:*

Sustainability and corporate social responsibility (CSR) initiatives in hospitality, sustainable design and green buildings, energy and utilities management and strategies e.g. smart meters to provide real-time insights into energy consumption, smart water meters to help in tracking the quality of water on a continuous basis, giving insights into contamination and leakages, and assisting in upgradation of water systems

Climate change levy, wastewater management and waste management

Heating, ventilation and air conditioning (HVAC) units and recycling

The use of air quality sensors to gauge the difference between outdoor and indoor air quality, which help to efficiently drive maintenance of equipment linked to the air quality index (AQI) e.g. HVAC.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Analyse the importance of facility management operations for effective business performance		<b>D1</b> Justify and recommend solutions to the challenges faced by facilities managers in the hospitality industry.
<b>P1</b> Analyse how the facility management operations in a variety of hospitality contexts successfully meet business objectives.  <b>P2</b> Explore customer and supplier relationships and why it is important to meet all stakeholder needs and expectations.  <b>P3</b> Discuss how and why companies are emphasising space management and ergonomic design.	<b>M1</b> Critically analyse facilities management operations in relation to constantly changing health and safety regulations.  <b>M2</b> Critically evaluate changing IT and communication requirements in facilities management, keeping in mind the cost and customer demands.	
<b>LO2</b> Evaluate the global market trends in facilities management, major players, opportunities and the competition in the hospitality industry		<b>D2</b> Critically analyse global market trends in the context of future projections and scope for emerging markets and the competitive environment.
<b>P4</b> Analyse the hospitality competitive environment and the key players in the facilities management sector.  <b>P5</b> Evaluate the global market drivers and challenges faced by the facilities management sector.	<b>M3</b> Analyse global market trends including in-house vs outsourced services and the direct and indirect costs involved.	

Pass	Merit	Distinction
<p><b>LO3</b> Investigate the key aspects and importance of people management, workplace productivity and health and safety in facilities management</p>		<p><b>D3</b> Critically analyse HR practices and health and safety legislation in supporting effective workplace productivity and performance.</p>
<p><b>P6</b> Examine human resources (HR) management issues to be considered during the development of an organisation's strategic plan for facilities management.</p> <p><b>P7</b> Assess the impact of change management on strategic development for facilities management.</p>	<p><b>M4</b> Analyse the importance of effective training and professional development in an organisation's plan for facilities management.</p> <p><b>M5</b> Analyse key health and safety legislation that influences strategic development in facilities management.</p>	
<p><b>LO4</b> Explore the importance of benchmarking best practices, sustainability measures and environmental impact on the hospitality industry</p>		<p><b>D4</b> Critically evaluate a range of sustainable measures and initiatives to justify how they develop a successful sustainable facilities management strategy.</p>
<p><b>P8</b> Examine the critical success factors of benchmarking facilities management.</p> <p><b>P9</b> Investigate a range of environmental sustainability measures and initiatives and their effect on the business and direct users.</p>	<p><b>M6</b> Evaluate both positive and negative implications of sustainable measures and initiatives employed in facilities management.</p>	

## Recommended Resources

### Textbooks

Atkin, B. and Brooks, A. (2021) *Total Facility Management*. 5th Ed. Oxford: Wiley-Blackwell.

Roper, K. and Payant, R. (2022) *The Facility Management Handbook*. 4th Ed. New York: AMACOM.

Ward, R. (2023) *Facility Management for Beginners: The New Facility Managers Quickstart Guide to becoming a Facility Superhero*. Pretoria: National Library of South Africa.

Wiggins, J. (2020) *Facilities Manager's Desk Reference*. 3rd Ed. Oxford: Wiley-Blackwell.

### Websites

[almeda.co.uk/](http://almeda.co.uk/)

Almeda  
'Social responsibility'  
(Case studies)

[www.europeancleaningjournal.com](http://www.europeancleaningjournal.com)

*European Cleaning Journal*  
(Articles)

[www.iwfm.org.uk](http://www.iwfm.org.uk)

Institute of Workplace and Facilities  
Management (IWFM)  
(General reference)

[modbs.co.uk](http://modbs.co.uk)

*Modern Building Services*  
(Articles)

[www.strategyr.com](http://www.strategyr.com)

StrategyR (Global Industry Analysts  
Inc)  
'Projects'  
(General reference)

[www.twinfm.com](http://www.twinfm.com)

*ThisWeekinFM*  
(General reference)

## **Links**

This unit links to the following related units:

*Unit 3: Sustainable Hospitality Practice*

*Unit 23: Creative Kitchen Management*

*Unit 25: Barista to Bar Management*

*Unit 26: Food Service Management*

*Unit 28: Front Office Operations Management*

# Unit 35: Tourist Resort Management

**Unit code:** Y/651/2480

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## 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 resort that exist in the world and focus on some of the management issues that are associated with managing them. Secondly, students will focus on understanding 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. They will then research a specific resort type of their choice and identify the type of customers that visit the location and why. Focusing on consumer needs, students will then produce a creative package tailored to the resort, outlining how the resort would be priced 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 during this unit to help in a career as a general hotel manager or business entrepreneur.

## Learning Outcomes

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

- LO1 Examine the different features of common resorts and the potential issues of managing them
- LO2 Evaluate the different types of resorts and the packages available
- LO3 Analyse the consumer needs in a specific location to create a resort package that focuses on these needs
- LO4 Explore 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:*

Different types of spa destination

Definition of wellness as a concept

Thermal and mineral spa destinations

Different types of treatment available and common spa facilities

Different standard operating procedures (SOPs) to ensure the smooth running and standards of the spa

Control of substances hazardous to health (COSHH) and health and safety of treatments.

#### *Beach resorts:*

All-inclusive, themed and mixed-used 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 on the host community.

### *Golf resorts:*

Golf course maintenance, management of staffing, provision of lessons and coaching, licences 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

Methods of performance management to retain employees by developing initiatives, targets and incentive schemes, as well as ensuring that they are motivated and are able to develop and manage themselves within the business

Maintenance inspections and audits

Customer relationship management and enhancing the customer experience

Balancing business objectives with sustainable management

Different SOPs to ensure smooth running and standards.

### *Financial management:*

Managing annual operating budgets, including cost of sales, payroll, operating costs and capital expenditures

Strategies for effective management of payroll, productivity and expenses in accordance with business demand for successful financial performance

Interpreting financial results and profit and loss reports, using financial statements to communicate financial position to stakeholders.

## LO2 Evaluate the different types of resorts and the packages available

### *Packages:*

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 unique selling point (USP)

e-solutions for dynamic packaging

The pros and cons of different types of packages e.g. all-inclusive, wedding packages, multicentre, multi-destination.

## 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

Different types of feedback mechanism used to compile guest feedback and interpret and analyse data results to action plan accordingly

The use of customer loyalty and repeat clientele through attractive loyalty schemes and programmes

Tools for competitor analysis

The stages of the resort development cycle (Butler) and the impact of consumer expectations and needs.

### *Package development:*

Product design and development

Brand and lifestyle product development

Budgeting requirements

Business proposals and business plans.

**LO4 Explore 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 vs sustainability

Managing and maintaining brand value, image and customer expectations

Environmental policy, audits and initiatives

Corporate social responsibility and ethical considerations.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Examine the different features of common resorts and the potential issues of managing them		<b>D1</b> Critically evaluate the potential issues and challenges of managing a range of specialist resorts, recommending the steps and the solutions required to minimise risks.
<p><b>P1</b> Explore the different types of resorts, their key features and potential issues and challenges of managing them.</p> <p><b>P2</b> Discuss the differences in operational requirements of specialist areas and the potential issues of managing the different specialist areas for a range of resorts.</p>	<p><b>M1</b> Evaluate different features of a range of resorts and their management strategies to minimise issues and challenges.</p>	
<b>LO2</b> Evaluate the different types of resorts and the packages available		<b>D2</b> Justify a range of resort packages and the tactics applied to achieve overall sales objectives to maximise profitability.
<p><b>P3</b> Evaluate different types of resort package and how they fulfil overall sales objectives, providing specific examples.</p>	<p><b>M2</b> Critically evaluate the overall business implications of developing and running a range of resort packages.</p>	
<b>LO3</b> Analyse the consumer needs in a specific location and create a resort package that focuses on these needs		<b>D3</b> Justify decisions made in planning and proposing a resort package, analysing unique selling points of the proposed package against competitors.
<p><b>P4</b> Conduct market research into a specific resort location and determine the needs of a chosen target market.</p> <p><b>P5</b> Propose a business plan for a resort package, based on the findings of market research, that meets customer needs.</p>	<p><b>M3</b> Critically analyse the needs of customers to create a competitive resort package to maximise business and profitability.</p>	

Pass	Merit	Distinction
<b>LO4</b> Explore guiding principles for achieving sustainable tourism for a chosen resort		<b>D4</b> Critically evaluate the sustainable approaches, practices and initiatives for a chosen resort in achieving overall business success.
<b>P6</b> Investigate the different sustainable approaches, practices and initiatives implemented by a chosen resort hotel.	<b>M4</b> Evaluate how sustainable approaches, practices and initiatives for a chosen resort enhance brand value, image and business performance.	

## Recommended Resources

### Textbooks

Jordan, R. (2021) *Resort Management*. New York: States Academic Press.

Walker, J.R. (2018) *Exploring the Hospitality Industry*. 4th Ed.  
New Jersey: Pearson Education.

### Websites

[www.gstcouncil.org](http://www.gstcouncil.org)

Global Sustainable Tourism Council  
'Criteria'  
(General reference)

[www.hotelmanagement.net](http://www.hotelmanagement.net)

*Hotel Management*  
(General reference)

[www.unwto.org](http://www.unwto.org)

UN Tourism (World Tourism  
Organization)  
(General reference)

[sustainablehospitalityalliance.org](http://sustainablehospitalityalliance.org)

World Sustainability Hospitality  
Alliance  
(General reference)

### Links

This unit links to the following related units:

*Unit 1: The Contemporary Hospitality Industry*

*Unit 3: Sustainable Hospitality Practice*

*Unit 7: Managing Accommodation Services*

# Unit 36: Business Strategy

**Unit code:** H/618/5124

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

This unit supports individuals who are working in or towards managerial roles in all market sectors to develop and enhance the strategic thinking and planning skills that help to improve organisational performances of businesses in their respective competitive markets. General manager skills and competencies are focused on through a range of themes and topics that can be applied in most contexts.

The aim of this unit is to develop students' awareness of the different types of strategic approach that could be used in an operational, tactical or strategic role for an organisation. This will be underpinned by a thorough knowledge and understanding of the theories, models and concepts that could significantly support an organisation's strategic choice and direction.

On successful completion of this unit, students will have developed sufficient knowledge and understanding of strategy to make a positive, efficient and effective contribution to the development of business plans and operational direction. They could do this in the role of a junior manager responsible for having a specific input into an organisation's decision-making and planning.

## Learning Outcomes

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

- LO1 Analyse the impact and influence that the macroenvironment has on an organisation and its business strategies
- LO2 Assess an organisation's internal environment and capabilities
- LO3 Apply the outcomes of an analysis, using an appropriate strategic management tool, in a given market sector
- LO4 Develop a strategic management plan in an organisation, informed by models, theories and concepts, to achieve competitive advantage in a given market sector.

## Essential Content

### LO1 Analyse the impact and influence that the macroenvironment has on an organisation and its business strategies

#### *The strategic context:*

Missions, visions and objectives

The definition and meaning of strategy

Business strategy vs corporate strategy

The role of strategy to achieve business objectives and goals, strategic intent and different strategic direction

Different strategic planning techniques.

#### *Analytical frameworks of the macroenvironment:*

The different types of framework and analysis of the macroenvironment, including:

- stakeholder analysis and stakeholder matrix, stakeholder mapping
- environmental analysis using PESTLE (political, economic, sociological, technological, legal, environmental) and Porter's five forces model
- structure–conduct–performance model
- strategic positioning e.g. Ansoff's growth vector matrix
- organisational audit and the use of SWOT (strengths, weaknesses, opportunities, threats) analysis and benchmarking indicators.

### LO2 Assess an organisation's internal environment and capabilities

#### *Organisational internal environment:*

Strategic capabilities and their key components

Resource-based view strategy as a basis for competitive edge

Benchmarking strategic capabilities and value chain analysis

Cost–benefit analysis.

*Internal analysis:*

Informing internal assessment from external context: linking tools  
e.g. SWOT informed by PESTLE

McKinsey's 7-S model as a management tool

Analysis of strategic capabilities using the VRIO (valuable, rare, inimitable, organised)/VRIN (valuable, rare, inimitable, non-substitutable) framework.

**LO3 Apply the outcomes of an analysis, using an appropriate strategic management tool, in a given market sector**

*Analytical tools and models of analysis:*

The balanced scorecard to align organisation vision and strategy

Competitive analysis using Porter's five forces model

Stakeholder analysis

Applying the Ansoff matrix to product and market strategy.

*Monitoring performance:*

Monitoring performance against strategic management plans to adjust to an internal and external changing environment

Monitoring techniques e.g. setting monitoring alerts, status reporting using reports, dashboards, analytics, monitoring risk and mitigating risks, frequently revisiting and reviewing action plans that detail strategy implementation and issues

Reviewing and redefining goals, objectives and timelines.

*Measuring and evaluating success of strategic outcomes:*

Identifying and establishing strategic key performance indicators (KPIs) to measure and evaluate performance

Different types of measure e.g. efficiency, quality, outcome measures

Setting different types of KPI for financials, customers, processes and employees e.g. return on investment (ROI), percentage of market share, delivery response time to customers, employee retention.

**LO4 Develop a strategic management plan in an organisation, informed by models, theories and concepts, to achieve competitive advantage in a given market sector**

*Strategic management planning:*

Definitions and overview of strategic management, the process of strategic management, elements included in strategic planning

The use of the business model canvas to visualise, assess and change business models

The use of road maps to visualise long-term business objectives and strategies.

*Strategic choices and directions:*

Strategic alignment of internal processes to organisational objectives

Organisational sustainability

Selection of fit-for-purpose strategy, in line with corporate agendas.

*Models, theories and other strategic concepts:*

Porter's generic strategies:

- cost-leadership strategy
- differentiation strategy
- differentiation and cost-focus strategy

Hybrid strategy through differentiation and low-cost pricing approaches

Strategic positioning and extended model of Bowman's strategy clock

Diversification by entering new products, markets or combinations – Ansoff's matrix

Vertical/horizontal integration by acquiring other businesses in a production line or value chain

Mergers and acquisitions – differences in strategic approach and how this influences plans.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Analyse the impact and influence that the macroenvironment has on an organisation and its business strategies		<b>LO1, LO2, LO3 and LO4</b>  <b>D1</b> Create a set of valid strategic directions, objectives and tactical actions for successfully achieving strategic alignment, based on critical interpretation of internal and external data and information.
<b>P1</b> Apply appropriate frameworks to analyse the impact and influence of the macroenvironment on a given organisation and its strategies.	<b>M1</b> Critically analyse the macroenvironment to determine and inform strategic management decisions.	
<b>LO2</b> Assess an organisation's internal environment and capabilities		
<b>P2</b> Conduct an internal environment and capabilities assessment of a given organisation using appropriate frameworks.	<b>M2</b> Interpret information and data to assess strengths and weaknesses of an organisation's internal capabilities, structure and skill set.	
<b>LO3</b> Apply the outcomes of an analysis, using an appropriate strategic management tool, in a given market sector		
<b>P3</b> Determine appropriate management tools to analyse a given market sector for an organisation and inform strategy.  <b>P4</b> Devise appropriate strategic objectives, based on the outcomes of analysis, for an organisation to inform strategy.	<b>M3</b> Justify use of an appropriate strategic management tool for a given market sector, to inform strategy and strategic objectives for an organisation.	

Pass	Merit	Distinction
<p><b>LO4</b> Develop a strategic management plan in an organisation, informed by models, theories and concepts, to achieve competitive advantage in a given market sector</p>		
<p><b>P5</b> Apply a range of models, concepts or theories to interpret and devise strategic planning for a given organisation.</p>	<p><b>M4</b> Produce a strategic management plan that has tangible and tactical strategic priorities and objectives.</p>	
<p><b>P6</b> Design a strategic management plan, applying appropriate strategies to improve competitive edge and market position based on the outcomes.</p>		

## Recommended Resources

### Textbooks

Dess, G., McNamara, G., Eisner, A. and Sauerwald, S. (2023) *Strategic Management: Creating Competitive Advantages*. 11th Ed. Maidenhead: McGraw Hill Education.

Johnson, G., Whittington, R., Angwin, D., Scholes, K. and Regnér, P. (2023) *Exploring Strategy: Text and Cases*. 13th Ed. Harlow: Pearson.

Lynch, R., Barish, O., Warner, K., Thornton, C. and Sum Chau, V. (2024) *Strategic Management*. 10th Ed. London: SAGE Publications.

Rothaermel, F. (2024) *Strategic Management*. 6th Ed. Maidenhead: McGraw Hill Education.

### Websites

[www.businessballs.com](http://www.businessballs.com)

BusinessBalls

'Leadership – Operational management'  
(General reference)

[corporatefinanceinstitute.com](http://corporatefinanceinstitute.com)

Corporate Finance Institute (CFI)

'Resources'  
(General reference)

[www.strategy-business.com](http://www.strategy-business.com)

*strategy+business*

'Topics – Strategy'  
(General reference)

### Links

This unit links to the following related units:

*Unit 1: The Contemporary Hospitality Industry*

*Unit 29: Managing and Planning an Event*

*Unit 31: Digital Marketing*

# Unit 37: Organisationsal Behaviour Management

**Unit code:** R/650/2920

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

Organisationsal behaviour is concerned with understanding, explaining and predicting the behaviour of individuals in the workplace and can assist in the development of practical solutions to organisationsal and managerial problems. Individuals, whether acting in isolation or collectively as part of a group, engage in actions and behaviours that can have a positive or negative impact on organisationsal performance and the achievement of strategic goals. It is therefore essential that those who are involved in managing and leading people in organisations acquire insight and expertise in organisationsal behaviour.

The aim of this unit is to develop knowledge and understanding of how organisationsal behaviour concepts, theories and techniques can be applied in work and management settings to enhance individual, team and organisationsal performance. Students will be able to apply this knowledge in a variety of business situations. They will appreciate how effective application of organisationsal behaviour principles can be used to explain why people behave and act in particular ways and to predict how employees will respond to certain demands. The unit also develops students' understanding of the influence of culture and of the operation of power and politics in organisations, and how these variables influence the actions and behaviour of people in an organisationsal context.

On successful completion of this unit, students will have developed a range of transferable skills and knowledge. This includes core people management skills used to achieve positive organisationsal outcomes and to create value by recognising individual difference, team working and the creation of inclusive organisationsal cultures.

## Learning Outcomes

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

- LO1 Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches
- LO2 Apply content and process theories of motivation to create and maintain an effective workforce
- LO3 Lead a group team activity for a given business situation to demonstrate effective team leadership skills
- LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals.

## Essential Content

### LO1 Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches

#### *Individual difference – personality:*

Approaches to the study of human personality

Nomothetic and idiographic perspectives and implications

Debates around measuring and testing human personality

The 'big five' dimensions of human personality: extroversion, agreeableness, conscientiousness, emotional stability and openness to experience

Debates around individual personality differences and abilities

The extent that personality dimensions link to job roles and performance, job attitudes, leadership and team working abilities

Application of personality and other forms of psychometric assessment in selection and promotion decisions, team building and professional development programmes.

#### *Emotional intelligence as a related concept of human personality:*

Developing self-awareness and understanding the value of own impact and emotional intelligence

Importance of developing emotional intelligence: awareness of own thoughts, actions and feelings; ability to sense others' moods and needs

Managing self and the warning signs of stress e.g. fatigue, anxiety, inability to concentrate

Managing stress e.g. seeking clarity on job/task requirements; prioritising and organising; creating a balanced schedule; asking for help and support from others.

#### *Individual difference – perception:*

Significance of perception in developing effective personal and work relationships

Factors that influence an individual's perceptual set e.g. personality, past experiences, expectations, learning

Relationship between perception and behaviour

Perceptual errors and distortions, including stereotyping, unconscious bias and how cultural differences can be misconstrued

The relationship between perception and communication

Verbal and non-verbal communication, selecting information and making judgements

Attribution theory and interpersonal perception.

**LO2 Apply content and process theories of motivation to create and maintain an effective workforce**

*Motivational theories:*

Main features of key models and their underpinning assumptions of content and process theories of motivation

Content theories, including Alderfer, Herzberg, Maslow, McClelland

Process theories, including Adams, Latham and Locke, Porter and Lawler

The implications of motivational theory for management and leadership practice in organisations

Differences between intrinsic and extrinsic motivation

The relationship between motivation, job satisfaction and employee commitment and engagement

Modifying employee on-the-job behaviour through reinforcement initiatives.

*Application of motivation theories:*

Characteristics and behaviours of employees who demonstrate low and high motivation

Implications of motivation theories for the design of work

The job characteristics model of Hackman and Oldham

Implications of motivation theories for the design of reward and benefit packages

The concept of empowerment and empowering people to meet higher-level needs

Human motivation as a complex, dynamic and culture-bound concept, affected by a range of personal, generational and environmental factors.

### LO3 **Lead a group team activity for a given business situation to demonstrate effective team leadership skills**

#### *Different types of organisational team:*

The importance of work groups and effective team working in contemporary organisations

Types of team e.g. functional and cross-functional, problem-solving, project and self-directed teams

The impact of globalisation and digital technologies on organisational teams, including virtual and cross-cultural teams

Diversity and issues of communication, leadership and insufficient support

Digital tools for communication (e.g. Slack, Skype, Microsoft Teams) and project management (e.g. Trello, Smartsheet)

Cloud-based technologies for file-sharing, collaboration and storing information.

#### *Team dynamics and teamwork:*

Differences between groups and teams

Team development models: the stages of team development and the implications for task achievement and development of team member relationships

Tuckman's four stages of team development

Belbin's role typology for creating effective teams and consideration of skills required for resolving team conflict and creating effective teams

The concept of cohesiveness and the role and importance of norms

Issues with cohesive teams e.g. groupthink, suspicion and aggression towards outsiders, resistance to change

Challenges in facilitating cohesiveness in global, virtual and diverse teams.

#### *Leading a team:*

Techniques for effectively chairing meetings both offline and online

The importance of communicating organisational vision and goals effectively and how this influences teams

Delegating responsibility to individuals on the basis of their expertise, competence, skills, knowledge and development needs

Categorising areas for improvement in team members' performance outputs and standards

Amending priorities and plans to take account of changing circumstances

Techniques for leading multiple virtual teams

Skills and behaviours for effective leadership e.g. inclusive, agile, professionalism in setting an example, being fair, consistent and impartial.

**LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals**

*Influence of power:*

Power as a property viewpoint: individual, relationships and embedded in structures

Hard and soft sources of power

Bases and types of power, power controls and power sources

The use of power as an influencing mechanism in different circumstances and situations to achieve organisational goals and influence employee behaviour and performance.

*Influence of politics:*

Organisational politics arising from structural divisions, differing priorities and interests and when policies and rules are interpreted or acted on differently

Political activity during periods of organisational change and political behaviour associated with conflict and resistance.

*Influence of culture:*

Culture as a key variable affecting organisational success and factors that influence it e.g. nature of business, company goals, employee behaviours, diversity

Culture promoting organisational values, expectations of how work should be undertaken and behavioural expectations of employees

The impacts of organisational culture and diversity on leading and managing change

How culture manifests itself at different levels (Schein)

Types of organisational culture and factors to consider when seeking to develop high-performance organisational cultures

Cross-cultural differences, diversity and the need for awareness of cultural difference when developing organisational strategy and policy

Hofstede's cultural dimensions theory and application

The influence of globalisation and digital technologies on organisational culture in the 21st century, including the opportunities and challenges of remote working practices

Principles of network theory and systems theory as frameworks to understand organisations.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p><b>LO1</b> Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches</p>		<p><b>LO1 and LO2</b></p> <p><b>D1</b> Adapt personal perspectives, traits and attributes to justify improvements that influence and enhance employee motivation and create an effective workforce.</p>
<p><b>P1</b> Assess own personality traits and attributes in terms of them having a positive or negative effect on management approaches and organisational performance.</p> <p><b>P2</b> Reflect on the value and importance of personality and perception for effective managerial relationships.</p>	<p><b>M1</b> Challenge own perspectives and individual traits and attributes to influence and improve managerial relationships.</p>	
<p><b>LO2</b> Apply content and process theories of motivation to create and maintain an effective workforce</p>		
<p><b>P3</b> Apply content and process theories of motivation for enhancing and maintaining an effective organisational workforce, providing specific examples.</p>	<p><b>M2</b> Critically assess the extent to which employee motivation can be enhanced and maintained by practical application of content and process theories of motivation.</p>	
<p><b>LO3</b> Lead a group/team activity for a given business situation to demonstrate effective team leadership skills</p>		<p><b>D2</b> Revise personal contribution and skills in effectively leading teams to make justified recommendations for own improvement.</p>
<p><b>P4</b> Communicate organisational goals and objectives to effectively lead a team for a given business situation.</p> <p><b>P5</b> Explore the relevance of group behaviour and team theory in the creation and management of effective team working.</p>	<p><b>M3</b> Reflect on personal contribution to group behaviour and dynamics in leading and managing the team effectively.</p>	

Pass	Merit	Distinction
<p><b>LO4</b> Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals</p>		
<p><b>P6</b> Examine how the operation of power, politics and culture in an organisation affects employee behaviour and the accomplishment of organisational goals.</p>	<p><b>M4</b> Evaluate how the operation of power, politics and culture affects employee behaviour and the accomplishment of organisational goals.</p>	<p><b>D3</b> Make justified recommendations on how power, politics and culture can be used effectively to influence and direct employee behaviour towards the accomplishment of organisational goals.</p>

## Recommended Resources

### Textbooks

Brooks, I. (2018) *Organisational Behaviour: Individuals, Groups and Organisation*. 5th Ed. Harlow: Pearson.

Buchanan, D.A. and Huczynski, A.A. (2023) *Organizational Behaviour*. 11th Ed. Harlow: Pearson.

Carbery, R. and Cross, C. (2021) *Organisational Behaviour: An Introduction*. 2nd Ed. London: Red Globe Press.

Mullins, L.J. and Rees, G. (2023) *Organisational Behaviour in the Workplace*. 13th Ed. Harlow: Pearson.

### Websites

[www.businessballs.com](http://www.businessballs.com)

BusinessBalls

'Leadership'

(Resources)

[hrzone.com](http://hrzone.com)

HR Zone

'Lead – Culture'

(Articles)

[www.managementstudyguide.com](http://www.managementstudyguide.com)

Management Study Guide

'Library – Organizational Behaviour'

(General reference)

[www.managementtoday.co.uk](http://www.managementtoday.co.uk)

*Management Today*

(Articles)

### Links

This unit links to the following related units:

*Unit 5: Leadership and Management for Hospitality*

*Unit 19: Hospitality Interpersonal Skills*

# Unit 38: Strategic Human Resource Management

**Unit code:** Y/618/5119

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

It is increasingly recognised that an organisation's human resources are a critical factor in its performance and are a key driver of sustainable competitive advantage. It is therefore crucial that attention be given to managing human resources strategically, as there are long-term implications for organisational performance and success. Understanding the nature of the human resource (HR) and how to effectively manage human resources strategically is a key competency for HR practitioners who act in advisory positions and those who hold strategic business partner roles.

The aim of this unit is to explore the contribution that strategic human resource management (HRM) makes towards the development and achievement of sustainable organisational strategies. Students will develop an understanding and appreciation of seminal and contemporary HR models, theories, concepts and practices, which enable HR practitioners to make a positive contribution to sustainable organisational performance 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. The unit takes an evidence-based and outcomes-driven perspective, supporting the acquisition of core knowledge in the areas of business acumen and the adoption of a business-focused approach to managing people, an understanding of the range of people practices and their impact on people behaviour, and how to enable culture change effectively. Strong theoretical and applied foundations of learning will support students' understanding and knowledge. The learning that takes place on this unit will enable students to add value to an organisation's HR function and role.

## Learning Outcomes

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

- LO1 Assess how HR strategy and practices are influenced by developments in an organisation's external and contextual environment
- LO2 Appraise the theoretical perspectives of strategic HRM and their associated practices in different types of organisations
- LO3 Evaluate how strategic HR initiatives can be used to develop high-performance organisational cultures
- LO4 Develop an integrated HR strategy to support sustainable business performance and growth.

## Essential Content

### LO1 **Assess how HR strategy and practices are influenced by developments in an organisation's external and contextual environment**

#### *Strategic HRM and the external environment:*

HRM as a distinctive philosophy relating to the way in which people should be managed in the workplace

Contingency theory

Organisations and the HR function needing to respond/adapt to changes in the external environment when developing strategy

The need to ensure alignment of HR practices with the business strategy if HR is to make a strategic contribution.

#### *External and contextual developments:*

Contemporary trends and developments in HR, including:

- the impact of globalisation
- workforce diversity
- changing skills requirements
- changing work patterns and practices e.g. remote working, social distancing measures
- job design
- knowledge management
- work–life balance and processes for improving levels of employee engagement and productivity

Generic HR strategies, viewing people as a cost or an asset

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

The impact of digital technologies on people-management practices e.g. recruitment processes, HR self-service, training and development/e-learning, outsourcing

HR issues in small and large firms and in the private, public and third sectors.

**LO2 Appraise the theoretical perspectives of strategic HRM and their associated practices in different types of organisations**

*Strategic approaches to HRM:*

The evolution from personnel to HRM and the growth of strategic HRM

Links between business strategy and HR strategy

Features, assumptions and practices of the universalist, contingency and resource-based approaches to HRM

HR's role in achieving sustainable competitive advantage and in building flexible, agile organisations.

*The impact of theory on HR practices:*

The need to create a coherent and integrated set of HR practices that supports the strategic direction and goals of the organisation

Strategic choice in terms of HRM approach and implications for resourcing, reward, performance management, learning and development, and employee relations strategies adopted in organisations

Importance of establishing what performance and behavioural outcomes are desired and developing a 'bundle' of HR interventions that will deliver them.

**LO3 Evaluate how strategic HR initiatives can be used to develop high-performance organisational cultures**

*Organisational culture and cultures of high performance:*

Importance of culture and its impact on organisational performance and employee behaviour

Categories of organisational culture and how culture influences organisational priorities and ways of working

Layers of organisational culture (e.g. beliefs, values, attitudes and behaviour) demonstrated by organisational members

Attributes of high-performance cultures depending on organisation's context and nature of operational goals and business objectives

The role of HR and ethical considerations in organisational culture.

*HR strategy and strategic HR initiatives:*

Importance of developing organisational cultures in which employees demonstrate high levels of engagement and high levels of commitment to organisational goals and values

Strategies for instilling appropriate employee behaviours and attitudes in the areas of resourcing, reward, learning and development, employee relations and performance management

HR strategies and initiatives that are mutually supportive and complementary of each other and supportive of the business strategy.

**LO4 Develop an integrated HR strategy to support sustainable business performance and growth**

*Features and justification of an integrated HR strategy:*

The need for the HR function and HR practitioners to act as strategic partners in the business

The contingency perspective and resource-based view of HRM, with emphasis on achieving competitive advantage

Focus of each approach influencing HR initiatives

HRM supporting sustainable business performance and growth through vertical integration and alignment of HR initiatives with the organisation's business strategy and strategic goals

The need for HR initiatives to be tailored to an organisation's specific circumstances and strategic objectives.

*Primary concerns when adopting a strategic HR approach:*

Finding and retaining the right people through HR planning

Maintaining an effective workforce through communication and rewarding

Managing talent through training and development initiatives

Managing and evaluating employee performance using performance management systems

The need for complementary and mutually supportive HR initiatives in the areas above

Developing an organisational culture that is supportive of the business strategy.

*Detailed integrated HR strategy:*

Forecasting, recruiting and selecting people with the right knowledge, experience and skills to retain staff through the design of work

Benefit packages that recognise the importance of intrinsic and extrinsic rewards

Employee relations initiatives that allow employee voice

Provision of ongoing learning and knowledge sharing

Objective setting, ongoing performance review and evaluating against key performance indicators (KPIs).

*Strategic integrated HR strategy:*

Selection of staff based on values and competences

Rewards and benefits that meet employee needs and encourage required behaviours and attitudes

Employee involvement initiatives that allow employee voice and employee participation in decision-making

Initiatives that provide development and career opportunities

Setting SMART (specific, measurable, achievable, realistic, time-bound) objectives, use of performance management system to allocate rewards and/or establish development needs

Factors that influence employee and organisational performance that are varied and context specific.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Assess how HR strategy and practices are influenced by developments in an organisation's external and contextual environment		<b>LO1 and LO2</b>  <b>D1</b> Draw conclusions to make recommendations for adapting HR strategy and practices for the successful achievement of HR strategy.
<b>P1</b> Discuss how an organisation's HR strategy and practices are influenced by external developments.  <b>P2</b> Evaluate how developments in an organisation's external and internal environment create tensions in the effective management of human resources.	<b>M1</b> Critically evaluate the extent to which an organisation's HR strategy and practices are influenced by external developments.	
<b>LO2</b> Appraise the theoretical perspectives of strategic HRM and their associated practices in different types of organisations		
<b>P3</b> Examine the practical implications of applying strategic HRM approaches to specific organisational examples.	<b>M2</b> Critique the practical implications of applying strategic HRM approaches to specific organisational examples.	
<b>LO3</b> Evaluate how strategic HR initiatives can be used to develop high-performance organisational cultures		<b>D2</b> Justify recommendations for action on how organisations can apply strategic HR interventions to create high-performance cultures.
<b>P4</b> Evaluate the influence of strategic HR initiatives to create cultures of high performance in organisations.	<b>M3</b> Critically evaluate the extent to which strategic HR initiatives are able to create cultures of high performance in organisations.	
<b>LO4</b> Develop an integrated HR strategy to support sustainable business performance and growth		<b>D3</b> Produce a justified integrated HR strategy that supports sustainable objectives and KPIs for long-term organisational growth.
<b>P5</b> Produce an integrated HR strategy that will support sustainable objectives for organisational performance and growth.	<b>M4</b> Produce an integrated HR strategy that will support sustainable objectives for long-term organisational growth.	

## Recommended Resources

### Textbooks

Armstrong, M. (2024) *Armstrong's Handbook of Strategic Human Resource Management: Improve Business Performance Through Strategic People Management*. 8th Ed.

London: Kogan Page.

Beardwell, J. and Thompson, A. (2017) *Human Resource Management: A Contemporary Approach*. 8th Ed. Harlow: Pearson Education.

Bratton, J. and Gold, J. (2022) *Human Resource Management: Theory and Practice*. 7th Ed. London: Bloomsbury Academic.

Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2020) *Human Resource Management*. 11th Ed. Harlow: Pearson Education.

Wilkinson, A., Redman, T. and Dundon, T. (2021) *Contemporary Human Resource Management: Text and Cases*. 6th Ed. London: SAGE Publications.

### Websites

[www.hrmagazine.co.uk](http://www.hrmagazine.co.uk)

HR magazine

(Articles)

[www.personneltoday.com](http://www.personneltoday.com)

Personnel Today

(Articles)

[www.shrm.org](http://www.shrm.org)

Society for Human Resources  
Management (SHRM)

(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 5: Leadership and Management for Hospitality*

*Unit 36: Business Strategy*

# Unit 39: Launching a New Venture

**Unit code:** A/618/5114

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

How do you get from an idea to launching a new business venture? Many entrepreneurs take risks on the way, which can have expensive consequences if mistakes are made. This unit will prepare students to launch a business with less risk and pitfalls.

The unit gives students a practical understanding of what is required to successfully launch a new venture. It gives students an opportunity to plan the launch of a specific new venture idea. They will learn about and work through the stages of planning to launch the venture. This will include an explanation of the idea and how it will attract customers and have competitive advantage. Students will also learn about the need for resourcefulness when starting a new venture, and about identifying and using personal networks, which can offer a valuable source of knowledge, resources, advice and opportunities.

Students will develop a promotional plan to launch a new venture and prepare a budget and a cash flow forecast for its launch and for the first 12–18 months of its operation.

## Learning Outcomes

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

- LO1 Investigate the resources required to launch a new venture
- LO2 Explore the skills and capabilities required to support the launch of a new venture
- LO3 Develop promotional activities to support the launch of a new venture
- LO4 Produce a budget for launching a new venture for a small business or social enterprise.

## Essential Content

### LO1 Investigate the resources required to launch a new venture

#### *Defining the idea and the target customer:*

Business or social enterprise opportunity

Small business environment to support the venture idea

Target customers and market segmentation, using characteristics, geographic, demographic and behavioural segmentation

Competitor and industry analysis for achieving competitive advantage

Tangible and intangible features and benefits of the new venture idea.

#### *Legal forms for a small venture idea:*

Legal forms for a business e.g. sole trader, limited company, partnership

Legal forms for a social enterprise, both incorporated, unincorporated, community interest companies (CICs), industrial provident societies, limited liability partnerships

Franchising as a start-up opportunity.

#### *Understanding and planning resources:*

Categories and types of resources that are tangible, intangible, financial and human

Resource planning for tangible (premises, equipment, IT facilities), intangible (skills and capabilities) and financial resources (start-up capital, loans, grants, business angels, crowdfunding).

### LO2 Explore the skills and capabilities required to support the launch of a new venture

#### *Understanding and acquiring skills and capabilities:*

Identifying the necessary skills and capabilities required

Importance of building credibility in a start-up venture, addressing risk factors and responding to change

'Bootstrapping': making use of free or low-cost sources of resources and skills, leasing and renting

Low-cost and free business ideas for marketing and promotion

The principles of the 'lean start-up' method

Trademarks: advantages, disadvantages of trademark registration.

*The importance of networks:*

The benefits of networking e.g. social capital access to knowledge, resources, advice and opportunities

Formal and informal networks

Assessing and developing personal networks.

### **LO3 Develop promotional activities to support the launch of a new venture**

*Planning promotional activities:*

The marketing mix in the context of a new venture

Pricing strategy.

*Business identity and promotion:*

Identity key promotional messages and personalised branding

Name of the venture and registering a domain

Visual identity and website creation with e-commerce capabilities  
e.g. virtual shopping cart, secure online payments, chatbots

Social media and digital promotion techniques e.g. blogs, Instagram, podcasts, video clips, virtual tours

Leveraging mobile marketing for specific target markets.

*Detailed promotional activities:*

Different promotional activities to address the marketing mix and pricing strategy, and the response of competitors

Wide range of cost-effective promotional techniques e.g. social media advertising, cross-collaboration promotion, email marketing.

*Evaluate and review promotional activities:*

Use of website for capturing, tracking and monitoring purposes

Monitoring sources of traffic to the website

Measuring against metrics of cost, availability, return on investment (ROI)

Appropriateness for supporting a new venture.

**LO4 Produce a budget for launching a new venture for a small business or social enterprise**

*Budget for venture launch:*

Pre-launch costs

Forecasting income and costs over the first 12–18 months of trading.

*Detailed budget:*

Budget to include one-off costs, ongoing costs and anticipated income post and pre-launch

Calculation of break-even point.

*Comprehensive budget:*

Available financial resources

'What-if' scenarios and contingency measures.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Investigate the resources required to launch a new venture		<b>LO1 and LO2</b> <b>D1</b> Critically evaluate the availability and appropriateness of resources, skills and capabilities to support the successful launch of a new venture.
<b>P1</b> Examine the tangible and intangible resources required for the launch of a new venture.	<b>M1</b> Evaluate the availability and appropriateness of the tangible and intangible resources required to launch a new venture.	
<b>LO2</b> Explore the skills and capabilities required to support the launch of a new venture		
<b>P2</b> Discuss the different skills and capabilities required to launch a new venture.	<b>M2</b> Evaluate a range of skills and capabilities required for launching a new venture.	
<b>LO3</b> Develop promotional activities to support the launch of a new venture		<b>D2</b> Create a promotional activities plan that includes a set of metrics to evaluate success.
<b>P3</b> Devise a promotional activities plan for the launch of a new venture.	<b>M3</b> Develop a wide range of promotional activities that address the marketing mix to support the launch of a new venture.	
<b>LO4</b> Produce a budget for launching a new venture for a small business or social enterprise		<b>D3</b> Produce a comprehensive pre- and post-launch monthly itemised cash budget, based on financial resources and contingency measures for anticipated outcomes.
<b>P4</b> Produce an itemised monthly cash budget for both the pre-launch phase and the first 12–18 months following launch.	<b>M4</b> Produce a detailed monthly cash budget, showing one-off costs, ongoing costs and anticipated income post and pre-launch.	

## Recommended Resources

### Textbooks

Burns, P. (2021) *Entrepreneurship and Small Business: Start-up, Growth and Maturity*. 5th Ed. London: Red Globe Press.

Burns, P. (2023) *New Venture Creation: A Framework for Entrepreneurial Start-ups*. 3rd Ed. London: Bloomsbury Academic.

Ridley-Duff, R. and Bull, M. (2019) *Understanding Social Enterprise: Theory and Practice*. 3rd Ed. SAGE Publications.

Williams, S. (2021) *Financial Times Guide to Business Start Up 2021–2023*. 32nd Ed. Harlow: Pearson.

### Websites

[www.entrepreneur.com](http://www.entrepreneur.com)

Entrepreneur  
(General reference)

[entrepreneurhandbook.co.uk](http://entrepreneurhandbook.co.uk)

Entrepreneur Handbook  
(General reference)

[www.forbes.com](http://www.forbes.com)

Forbes  
'Small business – Entrepreneurs'  
(Articles)

[www.isbe.org.uk](http://www.isbe.org.uk)

The Institute for Small Business and  
Entrepreneurship  
(General reference)

### Links

This unit links to the following related units:

*Unit 16: Entrepreneurial Ventures*

*Unit 40: Managing and Running a Small Business*

# Unit 40: Managing and Running a Small Business

**Unit code:** F/618/5115

**Unit type:** Optional

**Unit level:** 5

**Credit value:** 15

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## Introduction

Every year new start-up businesses begin trading, but only two-thirds will survive into their third year of trading and just half will remain after five years. For most businesses, it is not a lack of customers or poor-quality products or services that are responsible for their failure but simply a lack of cash and business acumen. It is important to have a basic knowledge of managing a business and an overall understanding of the services offered to customers in order to survive.

This unit will give students a practical understanding of the key aspects of running a small business or social enterprise. Students will learn about the activities involved in running a small business, including developing good relationships with customers, planning and allocating operational resources, forecasting and budgeting, interpreting financial statements, being an employer, dealing with legislation and regulation, and how to put a business plan together.

Students will develop an understanding of how all the different aspects of running a business interrelate so as to achieve success and develop an appreciation of the benefits and importance of organisation and planning.

## Learning Outcomes

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

- LO1 Explore how a small business or social enterprise plans and allocates resources to achieve objectives
- LO2 Evaluate the customer relationship management process for a small business or social enterprise
- LO3 Develop a cash flow forecast and break-even analysis for a small business or social enterprise
- LO4 Discuss the financial statements, regulation and legislation that apply to a small business or social enterprise.

## Essential Content

### LO1 Explore how a small business or social enterprise plans and allocates resources to achieve objectives

#### *Planning resources – premises and equipment, people and skills:*

Planning of activities in a business, to include capacity utilisation and management, identifying resources and skills needed to develop appropriate job specifications.

#### *Being an employer:*

Organisation structures applicable to the business purpose and stage of organisation growth

Establishing an appropriate organisational culture

People management, including recruitment and retention, performance management and team building

Use of outsourcing, networks and external advisers

Understanding key aspects of employment legislation relevant to a small business e.g. equality and diversity.

#### *The business plan:*

Effective articulation of the vision, goals and objectives

Key components of a business plan

The key components of a business plan needed when securing an overdraft or bank loan

Project management techniques, including use of Gantt charts and critical path analysis.

**LO2 Evaluate the customer relationship management process for a small business or social enterprise**

*Building customer relationships:*

Customer value, acquiring and retaining customers

Developing effective channels for customer communications and customer care programmes

Digital channels and platforms for effective customer relationships e.g. mobile devices, social media platforms, online chat and forums for real-time responses, online testimonials and ratings

Value of customer experience mapping and touchpoint analysis.

*Customer relationship management and transnational sales:*

Benefits of transnational sales

Dealing with transnational customers

Preparing to sell and source transnationally, application of the stage model of internationalisation

The process of exporting and key considerations.

**LO3 Develop a cash flow forecast and break-even analysis for a small business or social enterprise**

*Sources of finance for a start-up and small business or social enterprise:*

Different sources of finance available e.g. personal savings, equity finance or loans from family and friends, bank loans and overdrafts, leasing and hire purchase, invoice factoring, business angels, crowdfunding.

*Cash flow forecast and break-even analysis:*

The cash flow statement and why it is needed for a business

The three activities (operating, investing and financing) sections of the cash flow statement

Tracing cash from beginning, projected inflows, projected outflows and ending

Detailed itemised monthly cash flow forecasting, showing fixed and variable costs set against income

Calculating break-even point and analysis

'What-if' sensitivity analysis.

**LO4 Discuss the financial statements, regulation and legislation that apply to a small business or social enterprise**

*Financial statements for a small business or social enterprise:*

The key financial statements required for a small business and how to interpret them

The difference between profit and cash, and the vital importance of cash flow for a small business/social enterprise

The elements of working capital and how to manage cash flow effectively.

*Legal and regulatory issues:*

The legal and regulatory issues applicable to a small business or social enterprise in the country in which it is registered

Legal requirements for record-keeping, tax and employment, health and safety, insurance, data protection and cybersecurity measures

Examples of regulatory issues that may apply to different business types, different products or services and different localities e.g. environmental and waste regulations, professional practice guidelines, local planning restrictions

The potential sources of information to determine applicable regulation.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explore how a small business or social enterprise plans and allocates resources to achieve objectives		<b>D1</b> Critically analyse the application of appropriate resources to demonstrate links between resource allocation and achievement of business objectives.
<b>P1</b> Discuss the main considerations that a small business or social enterprise needs to address when planning and allocating resources to achieve business objectives.	<b>M1</b> Analyse the importance of planning and allocating appropriate resources to achieve business objectives.	
<b>LO2</b> Evaluate the customer relationship management process for a small business or social enterprise		<b>D2</b> Provide recommendations for overcoming challenges in the customer relationship management process and enhancing the customer experience.
<b>P2</b> Evaluate the effectiveness of a customer relationship management process for a small business or social enterprise in reaching, retaining and supporting customers.	<b>M2</b> Critically evaluate the elements of the customer relationship management process in relation to achieving business objectives for national and transnational sales.	
<b>LO3</b> Develop a cash flow forecast and break-even analysis for a small business or social enterprise		<b>D3</b> Provide a cash flow forecast and break-even analysis that measure financial health and profitability to predict future cash flow and budgeting.
<b>P3</b> Produce a cash flow forecast and break-even analysis for a small business or social enterprise, covering projected income and expenses.	<b>M3</b> Provide a detailed cash flow forecast and break-even analysis that determine the break-even point for profit.	
<b>LO4</b> Discuss the financial statements, regulation and legislation that apply to a small business or social enterprise		<b>D4</b> Critically evaluate key financial statements, legislation and regulations, taking future developments and changes into account.
<b>P4</b> Examine key financial statements, legislation and regulations that have implications for small businesses or social enterprises.	<b>M4</b> Evaluate how key financial statements, legislation and regulations have implications for a small business or social enterprise.	

## Recommended Resources

### Textbooks

Burns, P. (2021) *Entrepreneurship and Small Business: Start-up, Growth and Maturity*. 5th Ed. London: Red Globe Press.

Burns, P. (2023) *New Venture Creation: A Framework for Entrepreneurial Start-ups*. 3rd Ed. London: Bloomsbury Academic.

Or, M. (2023) *Star Quality Hospitality: The Key to Running a Successful Hospitality Business*. 2nd Ed. Rethink Press

Ridley-Duff, R. and Bull, M. (2019) *Understanding Social Enterprise: Theory and Practice*. 3rd Ed. SAGE Publications.

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The Institute for Small Business and  
Entrepreneurship  
(General reference)

### Links

This unit links to the following related units:

*Unit 4: The Hospitality Business Toolkit*

*Unit 14: Accounting Principles*

*Unit 16: Entrepreneurial Ventures*

*Unit 36: Business Strategy*

*Unit 39: Launching a New Venture*

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