



# **OTHM LEVEL 5 DIPLOMA IN TOURISM AND HOSPITALITY MANAGEMENT**

Qualification Number: 603/2333/4

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## QUALIFICATION OBJECTIVES

The objective of the OTHM Level 5 Diploma in Tourism and Hospitality Management qualification is to enable learners' development as managers within the tourism and hospitality industry, with a lifelong-learning orientation. It enables learners to critically apply contemporary knowledge and theories to the management of complex problems. Successful completion of this qualification will equip learners with the specialist skills and technical terminology to develop their management skills and to progress to further study or employment.

## QUALITY, STANDARDS AND RECOGNITIONS

OTHM Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit the register of [Regulated Qualifications](#).

OTHM has progression arrangement with several UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and Master's/top-up programmes.

## REGULATORY INFORMATION

Qualification Title	OTHM Level 5 Diploma in Tourism and Hospitality Management
Ofqual Reference Number	603/2333/4
Regulation Start Date	30-Aug-2017
Operational Start Date	01-Sep-2017
Duration	1 Year
Total Credit Value	120 Credits
Total Qualification Time (TQT)	1200 Hours
Guided Learning Hours (GLHs)	480 Hours
Sector Subject Area (SSA)	8.2 Travel and tourism
Overall Grading Type	Pass / Fail
Assessment Methods	Coursework
Language of Assessment	English

## EQUIVALENCES

OTHM qualifications at RQF Level 5 represent practical knowledge, skills, capabilities and competences that are assessed in academic terms as being equivalent to Foundation Degrees, Higher National Diploma (HND) and Year 2 of a three-year UK Bachelor's degree.

## QUALIFICATION STRUCTURE

The OTHM Level 5 Diploma in Tourism and Hospitality Management consists of 6 mandatory units for a combined total of 120 credits, 1200 hours Total Qualification Time (TQT) and 480 Guided Learning Hours (GLH) for the completed qualification.

Unit Ref. No.	Mandatory unit title	Credit	GLH	TQT
F/616/2966	Contemporary Issues in Tourism and Hospitality	20	80	200
L/616/2968	Marketing Management	20	80	200
R/616/2969	Customer Relations Management	20	80	200
J/616/2970	Operations Management	20	80	200
R/616/2972	Finance Management	20	80	200
D/616/2974	Human Resource Management	20	80	200

## DEFINITIONS

**Total Qualification Time (TQT)** is the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification.

*Total Qualification Time is comprised of the following two elements –*

- a) the number of hours which an awarding organisation has assigned to a qualification for Guided Learning, and*
- b) an estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by – but, unlike Guided Learning, not under the Immediate Guidance or Supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.*

*(Ofqual 15/5775 September 2015)*

**Guided Learning Hours (GLH)** is defined as the hours that a teacher, lecturer or other member of staff is available to provide immediate teaching support or supervision to a student working towards a qualification.

**Credit value** is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit. One credit is equal to 10 hours of TQT.

## ENTRY REQUIREMENTS

For entry onto the OTHM Level 5 Diploma in Tourism and Hospitality Management qualification, learners must possess:

- Relevant NQF/QCF/RQF Level 4 Diploma or equivalent qualification
- Mature learners (over 21) with management experience (learners must check with the delivery centre regarding this experience prior to registering for the programme)
- Learner must be 18 years or older at the beginning of the course
- **English requirements:** If a learner is not from a majority English-speaking country must provide evidence of English language competency. For more information visit [English Language Expectations](http://www.othm.org.uk) page in our website [www.othm.org.uk](http://www.othm.org.uk).

## PROGRESSION

Successful completion of Level 5 Diploma in Tourism and Hospitality Management provides learners the opportunity for a wide range of academic progressions including OTHM Level 6 Diploma in Tourism and Hospitality Management. As this qualification is approved and regulated by Ofqual (Office of the Qualifications and Examinations Regulation), learners are eligible to gain direct entry into Final year of a three-year UK Bachelor's degree programme. For more information visit [University Progressions](#) page.

## DELIVERY OF OTHM QUALIFICATIONS

OTHM do not specify the mode of delivery for its qualifications, therefore OTHM Centres are free to deliver this qualifications using any mode of delivery that meets the needs of their Learners. However OTHM Centres should consider the Learners' complete learning experience when designing the delivery of programmes.

OTHM Centres must ensure that the chosen mode of delivery does not unlawfully or unfairly discriminate, whether directly or indirectly, and that equality of opportunity is promoted. Where it is reasonable and practicable to do so, it will take steps to address identified inequalities or barriers that may arise.

Guided Learning Hours (GLH) which are listed in each unit gives the Centres the number of hours of teacher-supervised or direct study time likely to be required to teach that unit.

## ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the centre and externally verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment

criteria. Judgement that the learners have successfully fulfilled the assessment criteria is made by the Assessor.

The Assessor should provide an audit trail showing how the judgement of the learners' overall achievement has been arrived at.

## RECOGNITION OF PRIOR LEARNING AND ACHIEVEMENT

Recognition of Prior Learning (RPL) is a method of assessment that considers whether learners can demonstrate that they can meet the assessment requirements for a unit through knowledge, understanding or skills they already possess and do not need to develop through a course of learning.

RPL policies and procedures have been developed over time, which has led to the use of a number of terms to describe the process. Among the most common are:

- Accreditation of Prior Learning (APL)
- Accreditation of Prior Experiential Learning (APEL)
- Accreditation of Prior Achievement (APA)
- Accreditation of Prior Learning and Achievement (APLA)

All evidence must be evaluated with reference to the stipulated learning outcomes and assessment criteria against the respective unit(s). The assessor must be satisfied that the evidence produced by the learner meets the assessment standard established by the learning outcome and its related assessment criteria at that particular level.

Most often RPL will be used for units. It is not acceptable to claim for an entire qualification through RPL. Where evidence is assessed to be only sufficient to cover one or more learning outcomes, or to partly meet the need of a learning outcome, then additional assessment methods should be used to generate sufficient evidence to be able to award the learning outcome(s) for the whole unit. This may include a combination of units where applicable.

## EQUALITY AND DIVERSITY

OTHM Qualifications has adopted a policy of providing equal opportunities for its learners, staff, applicants and others involved in its work. One aspect of this policy is its intention to prevent, as far as possible, the harassment of one person by another, whether on the basis of gender, sexual orientation, sexuality, race or ethnic origin, religion, disability, or any other personal attributes or views held. The qualification is expressly designed to support equality of opportunity and widening access to HE to all who can benefit from it, and it will operate on an inclusive and supportive basis to and for all learners.

## CONTACT DETAILS

### OTHM Qualifications

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## UNIT SPECIFICATIONS



## UNIT 01: CONTEMPORARY ISSUES IN TOURISM AND HOSPITALITY

Unit Reference Number	F/616/2966
Unit Title	Contemporary Issues in Tourism and Hospitality
Unit Level	5
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to develop learners' skills in analysing contemporary issues that affect tourism and hospitality organisations and in identifying relevant sources of information from a variety of sources.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand contemporary issues that are influencing the development of the tourism and hospitality industry.	1.1	Explain social issues that are influencing the development of the tourism and hospitality industry.
		1.2	Explain environmental issues that are influencing the development of the tourism and hospitality industry.
		1.3	Explain technological issues that are influencing the development of the tourism and hospitality industry.
2	Understand the impacts of contemporary issues on the tourism and hospitality industry.	2.1	Assess the impacts of social issues on the development of the tourism and hospitality industry.
		2.2	Assess the impacts of environmental issues on the development of the tourism and hospitality industry.
		2.3	Assess the impacts of technological issues on the development of the tourism and hospitality industry.
3	Understand the impact of current trends on the development of the	3.1	Summarise the current trends in business and society that can influence the future development of the tourism and hospitality industry.
		3.2	Evaluate the impacts of current trends in

	tourism and hospitality industry.		society on the future development of the tourism and hospitality industry.
4	Be able to research information from a range of academic and industry sources.	4.1	Research academic sources to identify contemporary issues and future trends that are influencing the development of the tourism and hospitality industry.
		4.2	Research industry sources to identify business responses to the contemporary issues and future trends that are influencing the development of the tourism and hospitality industry.

## Assessment

To achieve a ‘pass’ for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

## Indicative contents

- The impacts of tourism in destinations
- Social factors that influence the development of the contemporary tourism and hospitality industries
- Environmental factors that influence the development of the contemporary tourism and hospitality industries
- Technological factors that influence the development of the contemporary tourism and hospitality industries
- Political factors that influence the development of the contemporary tourism and hospitality industries
- Crisis Management and the tourism industry
- Globalisation and the tourism and hospitality industries
- Cultural diversity and the hospitality workforce
- Cultural perspectives on hospitality management
- Online Travel Agencies, Meta-search and the hospitality industry
- Social media and user-generated generated content in tourism and hospitality
- Gender and power in the tourism and hospitality industries
- The global economic crisis and tourism
- Sustainable development and the tourism and hospitality industries
- Security and conflict and the tourism and hospitality industries
- Terrorism and tourism

## **Indicative Reading list**

Cooper, C. and Hall, C-M. (2012) *Contemporary Tourism: An international Approach*. 2<sup>nd</sup> Edition. London: Goodfellow

Pearce, P. (2011) *Tourist Behaviour and the Contemporary World*. Bristol: Channel View

Sturman, M., Corgel, J. and Verma, R. (2011) *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Theory and Practice*. London: John Wiley & Sons

Wood, R. (2013) *Key Concepts in Hospitality Management*. London: Sage

## UNIT 02: MARKETING MANAGEMENT

Unit Reference Number	L/616/2968
Unit Title	Marketing Management
Unit Level	5
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to provide learners with a critical understanding of the principles of marketing. Learners will develop the ability to apply the marketing mix and to explain the role and function of marketing within tourism and hospitality organisations.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand the principles of marketing.	1.1	Describe the reasons for marketing in contemporary organisations.
		1.2	Explain the elements of the marketing mix.
		1.3	Evaluate the importance of the marketing mix in the tourism and hospitality industry.
2	Understand the role and function of marketing in the tourism and hospitality industry.	2.1	Analyse the importance of marketing in the tourism and hospitality industry.
		2.2	Explain the roles and responsibilities of marketing professionals in the tourism and hospitality industry.
		2.3	Explain the marketing management process in the tourism and hospitality industry.
3	Understand the service marketing approach in the tourism and hospitality industry.	3.1	Review the principles of the services marketing approach.
		3.2	Evaluate the benefits of the services marketing approach for the tourism and hospitality industry.
		3.3	Review the aspects of services marketing in the management of tourism and hospitality organisations.
4	Be able to conduct market research in the tourism and hospitality industry.	4.1	Explain the need for market research in tourism and hospitality organisations.
		4.2	Conduct market research using primary data relating to the tourism and hospitality industry.

		4.3	Collate and analyse secondary data relating to the tourism and hospitality industry using the principles of market research.
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## Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

## Indicative contents

- Introduction to marketing management for tourism and hospitality
- Introduction to consumer behaviour
- Customer retention in tourism and hospitality
- Tourism and hospitality marketing environments
- The tourism and hospitality marketing mix
- Services Marketing
- Tourism and hospitality branding
- Understanding the external marketing environment
- Internal marketing for tourism and hospitality organisations
- Tourism and hospitality market research
- Tourism and hospitality market segmentation
- Tourism and hospitality pricing
- Tourism and hospitality distribution
- Tourism and hospitality promotion
- Destination Marketing Organisations (DMOs)
- Direct and Digital Marketing
- Introduction to Marketing planning

## Indicative Reading list

Bowie, D. and Buttle, F. (2011) *Hospitality Marketing: Principles and Practice*. Abingdon: Routledge

Holloway, C. (2004) *Marketing for Tourism*. London: FT Prentice Hall

Hudson, S. (2008) *Tourism and Hospitality Marketing: A Global Perspective*. London: Sage

Kotler, P., Bown, J. and Makens, J. (2013) *Marketing for Hospitality and Tourism*. London: Pearson

Morrisson, A. (2013) *Marketing and Managing Tourism Destinations*. London: Routledge

## UNIT 03: CUSTOMER RELATIONS MANAGEMENT

Unit Reference Number	R/616/2969
Unit Title	Customer Relations Management
Unit Level	5
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to provide learners with an understanding of the importance of customer relations in the tourism and hospitality industry. Learners will develop the ability to analyse the factors influencing excellence in customer service, including communication and teamwork, sales and promotion, consumer decision making and the legal aspects of customer service. Learners will understand how to apply their knowledge to the effective management of customer relations.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand the principles of managing customer relations in the tourism and hospitality industry.	1.1	Explain the importance of customer relations in the tourism and hospitality industry.
		1.2	Define the different functions within tourism and hospitality organisations that are linked to customer relations.
		1.3	Analyse the factors that influence the management of customer relations in the tourism and hospitality industry.
2	Understand the nature of purchasing decisions and the principles of effective customer relationship management.	2.1	Explain approaches to consumer decision making.
		2.2	Assess the factors that influence consumer purchase decisions in the tourism and hospitality industry.
		2.3	Recommend how to enhance customer relations for an organisation in the tourism and hospitality industry.
3	Understand the importance of teamwork in the context of managing customer relations.	3.1	Describe the characteristics of effective teams.
		3.2	Explain the importance of team working in the tourism and hospitality industry.
		3.3	Explain how managers can promote effective team working in the tourism and hospitality industry.
4	Understand legislation	4.1	Explain the principles of legislation governing the sale of

	governing the customer interface.		goods and services.
		4.2	Describe areas of legislation governing the licensing of hotels, restaurants, travel agents, tour guides and carriers.

## Assessment

To achieve a ‘pass’ for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

## Indicative contents

- Understanding the customer experience
- Consumer behaviour in tourism and hospitality
- Customer services functions in tourism and hospitality organisations
- Developing and maintaining a service culture
- Customer-focused organisations
- Challenging customers and conflict resolution
- Complaint management
- Customer satisfaction measurement
- Technology and customer services
- Managing quality in customer relations
- Defining team roles
- Characteristics of effective teams
- Effective communication strategies for teamwork
- Managing and leading teams
- Licensing of tourism and hospitality organisations
- Legislation regarding sales and the provision of services

## Indicative Reading list

Buttle, F. and Maklan, S. (2015) *Customer Relationship Management: Concepts and Technologies*. 3<sup>rd</sup> Edition. London: Routledge

Gronroos, C. (2007) *Service Management and Marketing: Customer Management in Service*. Oxford: John Wiley & Sons

Harris, E. (2013) *Customer Service: A Practical Approach*. London: Pearson

Hudson, S & Hudson, L. (2012) *Customer Services in Tourism and Hospitality*. London: Goodfellow

## UNIT 04: OPERATIONS MANAGEMENT

Unit Reference Number	J/616/2970
Unit Title	Operations Management
Unit Level	5
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to provide learners with an understanding of operations management within the tourism and hospitality industry and specifically the systems, processes, project and quality management skills associated with this function. Learners will develop the ability to apply operations management knowledge to tourism and hospitality organisations and have an in-depth appreciation of the value of the operations function.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand the development of operations and the ways in which effective operations management can benefit tourism and hospitality organisations.	1.1	Outline the origins of operations management from manufacturing to the service sector.
		1.2	Explain how operations has become a managerial function in the tourism and hospitality industry.
		1.3	Analyse the ways in which operations management can be used to create customer value and competitive advantage.
2	Understand the processes, systems and planning methods used in operations management.	2.1	Explain systems design and process design and relate this to the tourism and hospitality industry.
		2.2	Evaluate the importance of 'process' and 'product' innovation as it applies to tourism and hospitality organisations.
		2.3	Describe the role and processes of logistics and the supply chain in the context of the tourism and hospitality industry.
3	Understand the principles of visitor and attractions management in the tourism industry.	3.1	Explain the concept of visitor management.
		3.2	Appraise the role of visitor attractions in the development of tourism destinations.
		3.3	Analyse how effective systems of management and



			control can lead to competitive advantage for visitor attractions.
4	Understand how operations management methods can be applied to a range of organisations working in the tourism and hospitality industry.	4.1	Assess the importance of external environmental factors in the context of operations management in the tourism and hospitality industry.
		4.2	Compare and contrast the operational activities of a range of organisations in the tourism and hospitality industry.
		4.3	Evaluate the existing and potential impacts of the virtual marketplace on the pattern of operational activities in the tourism and hospitality industry.

## Assessment

To achieve a ‘pass’ for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

## Indicative contents

- The development of the operations management concept
- The evolution of the services sector
- Operations Management as a function of tourism and hospitality organisations
- The relationship between operations management and competitive advantage
- Principles of systems and process design
- Process and product innovation in the tourism and hospitality industries
- Logistics and supply chain management in tourism and hospitality
- The role of visitor attractions in the tourism industry
- Understanding the visitor experience
- The principles of visitor management
- Online operations management
- Operations Management and customer service
- Technology and operations management
- Regulations and Legislation affecting operations management in the tourism and hospitality industries
- Disaster planning and service recovery

## Indicative Reading list

Fyall, A., Garrod, B., Leask, A. and Wanhill, S. (2008) *Managing Visitor Attractions*. Oxford: Butterworth-Heinemann

Hudson, S. and Hudson, L. (2012) *Customer Services in Tourism and Hospitality*. London: Goodfellow

Mill, C. (2012) *Resorts: Management and Operations*. Oxford: John Wiley & Sons

O'Fallon, M. and Rutherford, D. (2009) *Hotel Management and Operations*. Oxford: John Wiley and Sons

Roday, S., Biwal, A. and Vanada, J. (2009) *Tourism Operations and Management*. Oxford: OUP

## UNIT 05: FINANCE MANAGEMENT

Unit Reference Number	R/616/2972
Unit Title	Finance Management
Unit Level	5
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to provide learners with an understanding of the fundamental principles of financial accounting and financial management in the tourism and hospitality industry and how to apply these principles in practice. This unit should be studied within the contexts of local, national and international legal frameworks and good practice relating to finance.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand the principles of accounting in the tourism and hospitality industry.	1.1	Explain the importance of accounting and finance management in the context of a tourism or hospitality organisation.
		1.2	Analyse the difference between a sole trader, a partnership and a limited company.
		1.3	Evaluate how financial software is utilised within the accounting functions of tourism and hospitality organisations.
2	Be able to prepare the documents involved in financial transactions.	2.1	Demonstrate the rules of double-entry book-keeping and how it is used to maintain financial records.
		2.2	Calculate and account for VAT on purchases and sales.
		2.3	Appraise the role of cash receipts, cash payments and bank reconciliation.
3	Be able to prepare a statement of comprehensive income and a statement of financial position.	3.1	Demonstrate how a trial balance is constructed.
		3.2	Prepare a Trading, Profit and Loss account and a Balance Sheet for a given accounting period.
4	Understand how an organisation should	4.1	Explain the benefits and limitations of various sources of finance available to an organisation.

	manage its working capital and the process of revenue management.	4.2	Evaluate the process of budgetary control and revenue management in a tourism or hospitality organisation.
		4.3	Prepare and appraise a cash budget.

## Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

## Indicative contents

- Introduction to finance management
- Introduction to management accounting
- Different types of tourism and hospitality organisation structures: sole trader, limited company, partnerships
- Types and sources of business finance
- The role of financial software in tourism and hospitality organisations
- Introduction to double entry book-keeping
- Understanding and calculating VAT and sales taxes
- Cash transactions and bank reconciliations
- Constructing cash budgets
- Constructing a trial balance
- Profit and Loss accounts
- Balance sheets
- Performance management
- Budget control and revenue management in the hospitality industry
- Making decisions about investments in tourism and hospitality

## Indicative Reading list

Chibili, M. (2010) *Basic Management Accounting for the Hospitality Industry*. Abingdon: Routledge

Guiding, C. (2013) *Accounting Essentials for Hospitality Managers*. Abingdon: Routledge

Hayes, D. and Millar, A. (2010) *Revenue Management for the Hospitality Industry*. Oxford: John Wiley & Sons

## UNIT 06: HUMAN RESOURCE MANAGEMENT

Unit Reference Number	D/616/2974
Unit Title	Human Resource Management
Unit Level	5
Total Qualification Time (TQT)	200 Hours
Guided Learning Hours (GLH)	80 Hours
Number of Credits	20
Mandatory / Optional	Mandatory
Unit Grading Structure	Pass / Fail

### Unit Aims

The aim of this unit is to provide learners with the ability to select and apply appropriate human resources frameworks to the tourism and hospitality industry. Learners will develop skills in the recruitment and retention of staff, as well as the importance of training and industrial relations. Learners will understand the importance of identifying and managing cultural diversity in the workforce.

### Learning Outcomes and Assessment Criteria

Learning Outcome – The learner will:		Assessment Criterion – The learner can:	
1	Understand human resources frameworks to effectively manage the recruitment and retention of staff.	1.1	Evaluate the criteria and characteristics for effective leadership and management in an organisation.
		1.2	Analyse the common issues faced by human resource managers in the tourism and hospitality industry.
		1.3	Evaluate the practical and legal frameworks and current good practice surrounding the recruitment and selection process in a tourism and hospitality organisation.
2	Understand training and career development opportunities for individuals, in order to enhance both individual and organisational performance.	2.1	Explain how to maximise both individual and group performance by implementing different performance management solutions.
		2.2	Justify career development and lifelong learning to tourism and hospitality organisations.
3	Understand the relationship between pay and motivation, and its significance in developing a reward strategy.	3.1	Summarise the key components and influences on payment and reward systems.
		3.2	Assess economic, psychological and cultural influences on attitudes and behaviour.
		3.3	Evaluate the concept of 'psychological contract' in a tourism and hospitality context.

4	Understand cultural diversity in the workplace and strategies for managing a diverse workforce.	4.1	Outline the significance of cultural diversity to the tourism and hospitality industry.
		4.2	Explain the benefits of a culturally diverse workforce.
		4.3	Assess strategies for managing a diverse workforce.

## Assessment

To achieve a 'pass' for this unit, learners must provide evidence to demonstrate that they have fulfilled all the learning outcomes and meet the standards specified by all assessment criteria.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

## Indicative contents

- HRM functions in tourism and hospitality organisations
- Labour markets in the tourism and hospitality industries
- Leadership – characteristics and development strategies
- Recruitment and selection
- Employment law
- Performance management and appraisal
- Career development
- Lifelong learning
- Reward and motivation
- Influences on employee behaviour
- The psychological contract
- Cultural diversity and the workforce
- Equal opportunities
- Employee relations and trade unions
- Discipline and grievance procedures
- Employee welfare

## Indicative Reading list

Baum, T. (2006) *Human Resource Management for Tourism, Leisure and Hospitality: An International Perspective*. London: Cengage

Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2014) *Human Resource Management*. 5<sup>th</sup> Edition, London: Pearson

Mullins, L. and Dossor, P. (2013) *Hospitality Management and Organisational Behavior*. London: Pearson

Nickson, D. (2012). *Human Resource Management for the Tourism and Hospitality Industries*. 2<sup>nd</sup> Edition. Abingdon: Routledge

Weber, M. and Dennison, D. (2014) *Strategic Hospitality Human Resources Management*. London: Prentice Hall

## IMPORTANT NOTE

Whilst we make every effort to keep the information contained in programme specification up to date, some changes to procedures, regulations, fees matter, timetables, etc may occur during the course of your studies. You should, therefore, recognise that this booklet serves only as a useful guide to your learning experience. For updated information please visit our website [www.othm.org.uk](http://www.othm.org.uk).