OTHM LEVEL 5 DIPLOMA IN TOURISM AND HOSPITALITY MANAGEMENT

Qualification Number: 610/1522/2

Specification | May 2024

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QUALIFICATION OBJECTIVES

The objective of the OTHM Level 5 Diploma in Tourism and Hospitality Management qualification is to provide learners with a specialist programme of study that provides a depth of knowledge and understanding of key aspects within the tourism and hospitality sector.
This qualification is designed for people who wish to deepen their knowledge and obtain a recognised qualification in the field of tourism and hospitality.

With the Level 5 units, learners have the opportunity to specialise and progress in a variety of relevant Tourism and Hospitality subject areas.
Learners will develop and enhance their skills in the following areas: customer relationship management, digital marketing management , human resources management accounting and operations management, as well as becoming aware of current trends and issues in the tourism and hospitality industry.

Successful completion of this qualification will equip learners with the specialist skills and technical terminology to develop their knowledge 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 arrangements 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 Qualification Number	610/1522/2
Regulation Start Date	20/09/2022
Operational Start Date	20/09/2022
Duration	1 Year
Total Credit Value	120 Credits
Total Qualification Time (TQT)	1200 Hours
Guided Learning Hours (GLH)	600 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 Level 5 represent practical knowledge, skills, capabilities and competences that are assessed in academic terms as being equivalent to Higher National Diplomas (HND) and Year 2 of a three-year UK Bachelor's degree programme.

QUALIFICATION STRUCTURE

The OTHM Level 5 Diploma in Tourism and Hospitality Management qualification consists of twelve mandatory units, 120 credits, 1200 hours Total Qualification Time (TQT) and the recommended Guided Learning Hours (GLH) for this qualification is a minimum of 600 hours.

All units are mandatory.

Unit Ref. No.	Unit Title	Level	Credit	GLH	TQT
K/650/1162	Digital Marketing Management for Tourism and Hospitality	5	20	100	200
J/650/1206	Operations Management	5	20	100	200
K/650/1207	Management Accounting	5	20	100	200
H/650/1151	Management of Human Resources	5	20	100	200
L/650/1208	Tourism and Hospitality Customer Relationship Management	5	20	100	200
M/650/1209	Contemporary Issues in Tourism and Hospitality	5	20	100	200

DEFINITIONS

Total Qualification Time (TQT) is the number of notional hours which represents an estimate of the total amount of time that could be expected to be required 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 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) are 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

These qualifications are designed for learners who are typically aged 18 and above.
The entry profile for learners is likely to include at least one of the following:

- Relevant Level 4 Diploma qualification or equivalent qualification

- GCE Advanced level in 3 subjects or equivalent qualification

- Mature learners (over 21) with relevant management experience (learners must check with the delivery centre regarding this experience prior to registering for the programme)

English requirements: If a learner is not from a majority English-speaking country, they must provide evidence of English language competency. For more information visit the English Language Expectations page on the OTHM website.

PROGRESSION

Successful completion of the OTHM Level 5 Diploma in Tourism and Hospitality Management provides learners the opportunity for a wide range of academic progressions including the OTHM Level 6 Diploma in Tourism and Hospitality Management qualification.

As this qualification is approved and regulated by Ofqual (Office of the Qualifications and Examinations Regulation), learners may be eligible to gain direct entry into Year 3 of a three-year UK Bachelor's degree programme. For more information visit the 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 qualification 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.

It is important that centres develop an effective delivery method to teaching and learning that supports the progression and stretch of learners through the level 5 units of the OTHM Level 5 Diploma qualifications.

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 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 assessed and internally quality assured 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.

Specific assessment guidance and relevant marking criteria for each unit are made available in the Assignment Brief document. These are made available to centres immediately after registration of one or more learners.

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

Assessment Tracking and Recording Learner Progress

It is necessary to track and record learner achievement throughout the delivery period of the OTHM Level 5 Diploma and this should not be left until the end of the course.

This will include regular review of learner work through formative and summative assessment and internal quality assurance at planned intervals during the programme:

● before decisions have been made on any unit

● sampling evidence once one or two of the units or assignments are completed

Tracking learner progress, recording the achievement of each learner per criteria on a unit-by-unit basis ensures:

● the assessment evidence is clearly measured against national standards

● learner progress is accurately tracked

● the assessment process can be reliably verified

● evidence is valid, authentic and reliable for the safety of certification

● identification of which assessments are outstanding

● internal verification is timely

● samples for standards verification and other external audits can be made available as required

● up to date, securely stored assessment records help to minimise the risk of assessment malpractice and potential issues; maintaining the integrity of the qualification.

Tutors/Assessors should provide learners with formative and summative feedback to aid development during their studies.

Formative Assessment

Formative assessment is an integral part of the assessment process, involving both the Tutor/Assessor and the learner about their progress during the course of study.

Formative assessment takes place prior to summative assessment and focuses on helping the learner to reflect on their learning and improve their performance and does not confirm achievement of grades at this stage.

The main function of formative assessment is to provide feedback to enable the learner to make improvements to their work. This feedback should be prompt so it has meaning and context for the learner and time must be given following the feedback for actions to be complete. Feedback on formative assessment must be constructive and provide clear guidance and actions for improvement.

All records should be available for auditing purposes, as we may choose to check records of formative assessment as part of our ongoing quality assurance.

Summative Assessment

Summative assessment is used to evaluate learner competence and progression at the end of a unit or component. Summative assessment should take place when the assessor deems that the learner is at a stage where competence can be demonstrated.

Learners should be made aware that summative assessment outcomes are subject to confirmation by the Internal Verifier and External Quality Assurer (EQA) and thus is provisional and can be overridden. Assessors should annotate on the learner work where the evidence supports their decisions against the assessment criteria. Learners will need to be familiar with the assessment and grading criteria so that they can understand the quality of what is required.

Evidence of both formative and summative assessment MUST be made available at the time of external quality assurance – EQA.

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 provides equality and diversity training to staff and consultants. This makes clear that staff and consultants must comply with the requirements of the Equality Act 2010, and all other related equality and diversity legislation, in relation to our qualifications.

We develop and revise our qualifications to avoid, where possible, any feature that might disadvantage learners because of their age, disability, gender, pregnancy or maternity, race, religion or belief, and sexual orientation.

If a specific qualification requires a feature that might disadvantage a particular group (e.g., a legal requirement regarding health and safety in the workplace), we will clarify this explicitly in the qualification specification.

LEVEL 5 UNIT SPECIFICATIONS

DIGITAL MARKETING MANAGEMENT FOR TOURISM AND HOSPITALITY

Unit Reference Number	K/650/1162
Unit Title	Digital Marketing Management for Tourism and Hospitality
Unit Level	5
Number of Credits	20
Total Qualification Time (TQT)	200 hours
Guided Learning Hours (GLH)	100 hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Type	Pass / Fail

Unit Aims

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

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content

1. Understand the principles of digital marketing management.	1.1 Describe the importance of digital marketing management in contemporary organisations.
	1.2 Explain the role of the marketing mix in digital contexts.
	1.3 Evaluate the importance of the digital marketing mix in the tourism and hospitality industry.
		● Introduction to digital marketing
		
		● The digital marketing mix – the 9Ps in a digital context
		  ○ People in the digital context
		  ○ Planning in the digital context
		  ○ Product in the digital context
		  ○ Place in the digital context
		  ○ Price in the digital context

		o Promotion in the digital context
		o Partners in the digital context
		o Presentation in the digital context
		o Passion in the digital context
2. Know about the role and function of digital marketing management in tourism and hospitality businesses.	2.1 Explain how digital marketing management is managed in the tourism and hospitality industry. 2.2 Analyse the importance of digital marketing management in the tourism and hospitality industry. 2.3 Analyse the roles and responsibilities of digital marketers in the tourism and hospitality industry. 2.4 Apply a digital marketing management process in the tourism and hospitality industry.	● Introduction to marketing management ● Managing digital marketing activities ● Integrating digital and non-digital marketing in tourism and hospitality ● The relationship between digital marketing and services marketing in tourism and hospitality ● Tourism and hospitality marketing environments ● Careers and responsibilities in digital marketing for tourism and hospitality ● The digital marketing management process in tourism and hospitality
3. Understand the digital marketing environment for tourism and hospitality	3.1 Analyse technological trends affecting the development of digital marketing management in tourism and hospitality. 3.2 Assess the relationship between external digital marketing and internal digital marketing in tourism and hospitality businesses. 3.3 Examine regulatory frameworks for digital marketing management which affect tourism and hospitality businesses.	● Technological trends affecting digital marketing in tourism and hospitality o Mobile technology o Virtual reality o Augmented reality o Metaverse technologies o Micro-payments o Blockchain o Social media ● Digital approaches to internal marketing and communications

		● Social media use by tourism and hospitality organisations
		● Regulation of digital marketing
		    ○ Content regulation
		    ○ Data protection
		    ○ National laws

4. Be able to conduct market research in the digital environment for 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 digital environment for the tourism and hospitality industry. 4.3 Analyse secondary data relating to the digital environment for tourism and hospitality industry using the principles of market research.	● Principles of market research in tourism and hospitality, qualitative vs quantitative; Primary vs secondary, desk vs field research. ● The process and stages of market research ● Conducting research in the digital marketing space ● Ethical and legal issues associated with digital marketing research ● Understanding the audience for digital marketing research in tourism and hospitality ● Presenting digital marketing research in tourism and hospitality

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 to be covered	Assessment type	Word count (approx. length)
LO1 and LO2	All ACs under LO 1 - LO2	Coursework	2000 words
LO3 and LO4	All ACs under LO3 - LO4	Presentations	500 words

Indicative Reading list

Gursoy, D. (ed.) (2023). *The Routledge Handbook of Hospitality Marketing*. London. Routledge

Hudson, S. and Hudson, L. (2023) *Marketing for Tourism, Hospitality and Events: A Global Approach*. 2nd Ed. London: Sage

Kotler, P., Bowen, J., Makens, J. & Baloglu, S. (2021) Marketing for Hospitality and Tourism. 8th Ed. London. Pearson

Morrisson, A. (2023) *Marketing and Managing Tourism Destinations*. 3rd Ed. . London: Routledge

OPERATIONS MANAGEMENT

Unit Reference Number	J/650/1206
Unit Title	Operations Management
Unit Level	5
Number of Credits	20
Total Qualification Time (TQT)	200 hours
Guided Learning Hours (GLH)	100 hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Type	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. There is a specific focus on 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 businesses and have an in-depth appreciation of the value of the operations function.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
1. Know about the ways in which effective operations management can benefit tourism and hospitality businesses.	1.1 Describe the evolution of operations management from the manufacturing sector to the service sector. 1.2 Explain how operations management 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.	● The development and evolution of the operations management concept ● Managerial Function: managing the process of creation of goods and services. It involves planning, organizing, coordinating, and controlling all the resources needed to produce a company's goods and services ie involves managing people, equipment, technology, information, and all the other resources needed in the production of goods

		and services.
		● Operations management decisions directly affect the size, shape, quantity, quality, price, profitability and speed of delivery of the output of travel, tourism and hospitality organisations, whether at the luxury end of the market or a budget product or service,
		● Customer value and gain competitive advantage, maximise efficiency while producing goods and services that effectively fulfil customer needs.
		●
2. Understand processes, systems and planning methods used in operations management.	2.1 Explain how systems design and process design relate to the tourism and hospitality industry. 2.2 Evaluate the importance of 'process' and 'product' innovation as it applies to tourism and hospitality businesses. 2.3 Describe the role and processes of logistics and the supply chain in the context of the tourism and hospitality industry.	● Principles of systems and process design ● Process and product innovation in the tourism and hospitality industries: process innovation refers to the implementation of a new or significantly improved production or delivery method, product innovation is the introduction of a good or service that is new or has significantly improved characteristics or intended uses; ● Logistics and supply chain management in tourism and hospitality businesses ie tour operators, travel agents and other intermediaries; transportation; visitor attractions and activities; tourism accommodation and hospitality services; ancillary facilities and services; government and public sector agencies ● 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, relationship between forecasting demand and delivering products or services to customers Ethical and environmental factor
		● Application of technology: use of real time automated delivery notification systems for tracking and monitoring the delivery of product, application of barcode scanning, digital cameras and smartphones, etc. in travel and hospitality places, computerised shipping, tracking and invoicing for effective logistics and distribution, advances in refrigerated transportation, preservation, packaging and storage methods,
		● Relationships with suppliers and logistic providers benefits of effective SCM
		● Procurement: developing procurement strategies, policies and procedures Consideration of demand management, forecasting and planning
3. Understand the role of operations management in tourism and hospitality.	3.1 Assess the importance of external environmental factors in the context of operations management in the tourism and hospitality industry. 3.2 Compare and contrast the operational activities of different businesses operating in the tourism and hospitality industry. 3.3 Evaluate the existing and potential impacts of the virtual marketplace on the pattern of operational activities in the tourism and	● Online operations management in tourism and hospitality ● Operations Management and customer service in tourism and hospitality ● Technology and operations management in tourism and hospitality ● Regulations and Legislation affecting operations

	hospitality industry.	management in the tourism and hospitality industries ● Disaster planning and service recovery in tourism and hospitality
4. Understand the principles of visitor attraction management in the tourism industry.	4.1 Explain what is meant by visitor attraction management. 4.2 Examine the role of visitor attractions on the development of tourism destinations. 4.3 Analyse how effective management and control systems can lead to competitive advantage for visitor attractions.	● Visitor attraction management: patterns of usage of visitor attractions — types of visitor, types of usage eg visitor attractions as meetings and reception venues; corporate entertainment, product launches ● Sources of income and expenditure in terms of visitor attraction activities. ● Market segments — leisure and business; individual and group eg educational, special interest; geographic and demographic segmentation ● Sources of finance which should include coverage of public as well as private sector funding ● Legislation — planning; health and safety; trades descriptions; consumer protection; ● public liability; employment law; Disability Discrimination Act etc. ● Quality assurance — systems required to be in place in order to achieve a qualityroduct; benefits of participating in national quality assurance schemes. ● Challenges of visitor attractions, ie managing seasonality strategically.

		● Visitor attractions and the development of tourism destinations: economic, social, technological, environmental,
		● Competitor activity, examples include: - competing local, regional and national attractions,
		● Sustainability: economic (international, national, regional, local); visitor expectations (negative impacts result in lack of repeat business); social e.g. heritage, culture, lifestyle; environmental, conflict between conservation and preservation

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 to be covered	Assessment type	Word count (approx. length)
LO1 and LO2	All ACs under LO 1 - LO2	Coursework	2000 words
LO3 and LO4	All ACs under LO3 - LO4	Presentations	500 words

Indicative Reading list

Szende, P., Dalton, A. N., & Yoo, M. M. (Eds.). (2021). *Operations Management in the Hospitality Industry*. Emerald Group Publishing.#

Hudson, S. and Hudson, L. (2022) *Customer Services in Tourism and Hospitality*. 3rd Ed.. London: Goodfellow

Legrand, W., Chen, J. & Laeis (2022)
Sustainability in the Hospitality Industry: Principles of Sustainable Operations. 4th Ed. London. Routledge

Slack, N., Chambers, S., & Johnston, R. (2022). *Operations management*. 10th Ed. London. Pearson education.

Holland, J., & Leslie, D. (2017). *Tour operators and operations: Development, management and responsibility*. Wallingford. CABI.

MANAGEMENT ACCOUNTING

Unit Reference Number	K/650/1207
Unit Title	Management Accounting
Unit Level	5
Number of Credits	20
Total Qualification Time (TQT)	200 hours
Guided Learning Hours (GLH)	100 hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Type	Pass / Fail

Unit Aims

Having an effective finance and accounting function will not only help secure the financial strength of a business but will also support managers to develop and implement a business strategy. 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 prepare, interpret and adjust financial statements alongside the preparation of budgets.

This unit should be studied within the contexts of local, national and international legal frameworks and good practice relating to finance and accounting.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
1. Know about the context and purpose of finance and accounting in the tourism and hospitality industry.	1.1 Explain the importance of finance and accounting in the context of a tourism or hospitality organisation. 1.2 Explain the regulatory and legal influences on a tourism or hospitality business's finance and accounting function. 1.3 Explain how the finance and accounting function supports a tourism or hospitality business's	● Finance and Accounting : measurement, processing, and communication of financial information about a business or organisation ie creating budgets and financial records, analysing financial performance, developing business strategy, helps set budgets, analysis of the costs of a tourism or hospitality

	decision making.	organisation, helps in evaluating the performance of the business, ensures statutory compliance, inventory management and control ● Recording financial transactions ● Presenting financial information ● Regulatory and legal influences: national regulations, international regulations and conventions ● Producing balance sheets ● Producing income statements ● Producing P and L statements

2. Be able to prepare financial statements for different types of businesses.	2.1 Differentiate between different financial statements.
	2.2 Prepare financial statements for a sole trader.
	2.3 Prepare financial statements for a partnership.
	2.4 Apply techniques to make adjustments to financial statements.
		● Different Financial Statements:
		
		● Balance sheets
		
		● Income statements
		
		● Cashflow statements
		
		● Statement of shareholder equity
		
		● P and L statement
		
		● Techniques:
		   o Accruals and prepayments
		   o Interest adjustments
		   o Depreciation
		
		● Debt allowances

3. Be able to interpret financial statements.	3.1 Calculate financial ratios from a set of business accounts.	● Ratios:

	3.2 Compare organisational performance using historical financial data.	o Profitability ratios o Liquidity ratios o Solvency ratios o Valuation ratios o Financial audits ● Historical: audited accounts

4. Understand how a tourism or hospitality business could manage its working capital and revenue management.	4.1 Explain the benefits and limitations of various sources of finance available to a business.
	4.2 Describe the process of budgetary control and revenue management in a tourism or hospitality business.
	4.3 Prepare a cash budget.
	4.4 Appraise a cash budget.
		● Sources of finance for tourism and hospitality businesses
		    o Loans
		    o Grants and funded schemes
		    o Entrepreneurship
		    o Working with investors
		
		● Financial performance management
		
		● Budgets:
		    o Operating budget
		    o Cash budget
		    o Fixed budget
		    o Master budget
		    o Incremental budgeting
		    o Activity-based budgeting
		    o Budgeting based on value proposition
		
		● Zero-based budgeting
		
		● Budget control and revenue management in the tourism and hospitality industries
		    o Key hospitality financial metrics: ADR, RevPAR, GOP PAR
		    o Dynamic pricing for revenue management in travel

			● Making decisions about investments in tourism and hospitality

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 to be covered	Assessment type	Word count (approx. length)
LO1, LO2 and LO4	AC 1.1, 1.2, 1.3, 2.1, 4.1	Coursework	1000 words
LO2	AC 2.2, 2.3, 2.4	Coursework	750 words
LO3	All ACs under LO3	Coursework	650 words
LO4	AC 4.2, 4.3, 4.4	Coursework	600 words

Indicative Reading list

Adams, D. (2024). *Management Accounting for the Hospitality, Tourism and Leisure Industries: A Strategic Approach*. London. Goodfellow.

Guilding, C. & Ji, M. (2022) *Accounting Essentials for Hospitality Managers 4th Ed.*. Abingdon: Routledge

Hayes, D., Hayes, J. & Hayes, P. (2021) *Revenue Management for the Hospitality Industry* 2nd Ed. Oxford. Wiley.

THE MANAGEMENT OF HUMAN RESOURCES

Unit Reference Number	H/650/1151
Unit Title	The Management of Human Resources
Unit Level	5
Number of Credits	20
Total Qualification Time (TQT)	200 hours
Guided Learning Hours (GLH)	100 hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	15.3 Business Management
Unit Grading Type	Pass / Fail

Unit Aims

The ability to attract, develop and retain talented employees is a key factor in a business's success. Human resource management has its focus on supporting and enhancing business success and performance through its strategic vision and operational functions. The aim of this unit is to introduce learners to the key human resource management principles and concepts so they can support a sustainable approach to people management through an understanding of the purpose and scope of the human resource management function.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative Content
1. Understand the purpose and objectives of human resource management.	1.1 Explain how human resource management has evolved. 1.2 Discuss the purpose of human resource management. 1.3 Explain the objectives of human resource management.	● Concept of human resource management ● Welfare office – labour manager – personnel management – HRM ● Staffing ● Employee compensation ● Discipline ● People – process - performance ● Workforce planning ● Talent management ● Employee engagement ● Performance management
2. Understand the functions of human resource management.	2.1 Explain key operational functions of human resource management. 2.2 Explain key strategic functions of human resource management. 2.3 Assess the relationship between business strategy and human resource management.	● Recruitment and selection ● Training and development ● Employee welfare

		- Employment law compliance - Strategy integration - Strategic HR planning - Human capital development - Forecasting
3. Understand how internal and external factors impact the human resource management function.	3.1 Compare the internal factors which affect human resource management. 3.2 Compare the external factors which affect human resource management.	- Internal factors: - Resources and capabilities - Leadership - Learning and development - Motivation - Business and functional strategies - Organisational culture - Equality and diversity - External factors: - Competition and PESTEL forces - Skills trends - Competitor behaviour - HR availability - HR costs - Legislation
4. Understand modern development in human resource management function in a business.	4.1 Discuss the impact of technological advancements, such as artificial intelligence and automation, on HRM functions. 4.2 Discuss the effectiveness of initiatives such as flexible working arrangements, mental health programs, and diversity training.	- Impact of Technology - Streamlined recruitment processes - Automated screening and candidate matching - Enhanced employee performance tracking - AI-driven analytics for management

- o Improved employee engagement
- o Communication via AI-powered chatbots
- o Virtual assistants for assistance
- o Efficient training and development programs
- o Personalized learning platforms
- o Automated administrative tasks
- o Reduction of HR workload
- o Increased efficiency
- o Advanced data analytics
- o Better decision-making
- o Strategic planning support

● Flexible working arrangements:
  - o Promote work-life balance
  - o Allow for personalized schedules
  - o Increase employee autonomy

● Mental health programs:
  - o Provide support for employees' mental well-being
  - o Offer resources for stress management and coping strategies
  - o Reduce absenteeism and improve overall productivity

● Diversity training:
  - o Increase awareness of biases and stereotypes
  - o Foster inclusive workplace culture
  - o Enhance understanding of diverse perspectives

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 to be covered	Assessment type	Word count (approx. length)
LO1 and LO2	AC 1.1, 1.2, 1.3, 2.1	Coursework	1000 words
LO2 - LO4	AC 2.2, 2.3, 3.1, 3.2, 4.1	Coursework	1500 words
LO4	AC 4.2	Presentation	500 words

Indicative Reading List

Hall, L. et al (2020) *Human Resource Management* 11th edition, Pearson, Harlow

Marchington, M. (2020) *Human Resource Management at Work: The Definitive Guide* 7th Edition, CIPD, London

Additional Resources

Human Resource Management Journal

International Journal of Human Resource Management

Chartered Institute of Personnel and Development

TOURISM AND HOSPITALITY CUSTOMER RELATIONSHIP MANAGEMENT

Unit Reference Number	L/650/1208
Unit Title	Tourism and Hospitality Customer Relationship Management
Unit Level	5
Number of Credits	20
Total Qualification Time (TQT)	200 hours
Guided Learning Hours (GLH)	100 hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Type	Pass / Fail

Unit Aims

This unit will provide in-depth knowledge of how to manage customer relations and customer service in the tourism and hospitality industry.
The unit will be appropriate for supervisory and management staff to enable them to support their staff in providing excellent customer service in the workplace.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
1. Know about customer relationship management in the tourism and hospitality industry.	1.1 Explain the importance of customer relationship management to a tourism and hospitality business. 1.2 Analyse the different functions within tourism and hospitality businesses that are linked to customer relationship management. 1.3 Analyse the factors that influence customer relationship management in the tourism and hospitality industry.	● Importance: to customers, improves the customer experience, identifies improvements to customer service, builds customer loyalty and reference, supports information exchange, increases cross selling and up selling opportunities, customer retention ● Customer satisfaction measurement ● Social Media

		● Managing quality in customer relations
		● Use of performance indicators, analysis of customer feedback, analysis of complaint log, Investors In People (IIP), use of mystery shopper/diner, reviewing standards, review of reputation / press coverage
		● Developing and maintaining a service culture
		● Customer-focused organisations
		● Challenging customers and conflict resolution
		● Complaint management
2. Understand the nature of customer decision making.	2.1 Explain approaches to customer decision making. 2.2 Assess the factors that influence consumer purchase decisions in the tourism and hospitality industry. 2.3 Analyse the different techniques and methods organisations can apply to increase customer relationships and customer loyalty.	● Customer satisfaction measurement
		● Recognition of need, information search, comparing the alternatives, purchase and post-purchase evaluation.
		● Various personal and external factors that influence consumer purchase decisions
		● Managing quality in customer relations
		● Developing and maintaining a service culture
		● Customer-focused organisations
		● Conflict resolution
		● Complaint management
		● Strategies for building long-term customer relationships

		● Digital strategies, including increased connectivity with customers through mobile device, apps, social media and online chats/forums ● Creating brand loyalty ● Cross-selling and upselling ● Choosing the right rewards and incentives ● Developing multiple points and channels of contact

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 to a tourism and hospitality business of effective team work. 3.3 Discuss how tourism and hospitality managers can promote effective team working in their areas of responsibility.	● Defining team roles ● Effective team work: increased sales, fewer complaints, new customers, numbers of compliments, repeat business/brand loyalty, reduced staff turnover, referred business, increased market share, job satisfaction and staff motivation ● Managing and leading teams: adaptable, team-oriented, entrepreneurial, passionate. ● Monitor and assess performance, eg observation, psychometric testing, training needs analysis (TNA), feedback, questioning ● Set objectives and targets that relate to customer service in area of responsibility ●
4. Understand how to effectively monitor and communicate levels of customer service.	4.1 Explain methods used to monitor and measure the customer experience. 4.2 Recommend approaches to improve the	● Methods: measures (key performance indicators, complaints, retention, perceptions, reach and revenue, willingness to recommend), brand

| | customer experience in a selected tourist or hospitality organisation. | advocacy, customer lifetime value, Net Promoter Score (NPS), polls, badges, ratings, observation, surveys, analysis of data, reporting cycles, benchmarking. |
| | | ● Improvements: reporting structure, levels of authority, resource implications, business case, learning and development, quality improvement, business process improvement, software solutions, customer support improvements |

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 to be covered	Assessment type	Word count (approx. length)
LO1, LO2 and LO4	All ACs under LO1, LO2 and LO3	Coursework	1500 words
LO3	ALL ACs under LO4	Presentation	500 words

Indicative Reading list

Ford, R. & Sturman, M. (2023). *Managing Hospitality Organizations: Achieving Excellence in the Guest Experience*. Sage. London

Gronroos, C. (2015) *Service Management and Marketing: Customer Management in Service*. 4th Ed. Oxford: John Wiley & Sons

Harris, E. (2013) *Customer Service: A Practical Approach*. 6th Ed. London: Pearson

Hudson, S & Hudson, L. (2017) *Customer Services in Tourism and Hospitality*. 2nd Ed. London: Goodfellow

Prior, D., Buttle, F. and Maklan, S. (2024) *Customer Relationship Management: Concepts and Technologies 5th Ed.*. London: Routledge

CONTEMPORARY ISSUES IN TOURISM AND HOSPITALITY

Unit Reference Number	M/650/1209
Unit Title	Contemporary Issues in Tourism and Hospitality
Unit Level	5
Number of Credits	20
Total Qualification Time (TQT)	200 hours
Guided Learning Hours (GLH)	100 hours
Mandatory / Optional	Mandatory
Sector Subject Area (SSA)	8.2 Travel and Tourism
Unit Grading Type	Pass / Fail

Unit Aims

The aim of this unit is to develop learners' skills in understanding issues and trends affecting tourism and hospitality organisations. They will also develop an understanding of how the industry responds to change and the impact of trends and issues that drive change.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
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.	● Contemporary social issues affecting the future of tourism and hospitality ● Contemporary environmental issues affecting the future of tourism and hospitality ● Contemporary technological issues affecting the future of tourism and hospitality ○
2. Understand the impacts of contemporary issues on the tourism and hospitality industry.	2.1 Assess the impact of social issues on the development of the tourism and hospitality industry.	● The impacts of contemporary social issues affecting the future of tourism and hospitality on:

	2.2 Assess the impact of environmental issues on the development of the tourism and hospitality industry. 2.3 Assess the impact of technological issues on the development of the tourism and hospitality industry.	● The impacts of contemporary environmental issues affecting the future of tourism and hospitality on: ● Contemporary technological issues affecting the future of tourism and hospitality.

3. Understand the impact of current trends on the development of the tourism and hospitality industry.	3.1 Explain current trends influencing change in the tourism and hospitality sector.
	 3.2 Analyse a current trend using appropriate techniques and resources
		● Differentiating between issues and trends in the business environment for tourism and hospitality
		
		 ● Identifying issues affecting the tourism and hospitality industries
		     o Consumer issues
		     o Business Issues
		     o Destination Management Issues
		
		 ● Trend identification in tourism and hospitality
		     o Consumer trends
		     o Business trends
		     o Destination Management trends

4. Understand the impacts of change on the tourism and hospitality industry.	4.1 Explain how tourism and hospitality organisations are responding to changing trends and factors. 4.2 Analyse the impact of issues and trends that drive change in tourism and hospitality organisations.	● Trends: recent and current eg increased frequency of holidays, holiday home ownership, greater flexibility (of booking, of products), more independent travellers, greater opportunity for adventure and alternative destinations, decline in incoming and outgoing passenger numbers, destinations, growth and expansion of regional airports, withdrawal of some destinations by low-cost airlines ● Factors: recent and current eg natural disasters, health warnings, epidemics and pandemics, terrorism, environmental issues, cost of travel, world recession, currency exchange rates,

| | | decline in sales, technological developments, transport developments; future eg economic growth, increasing sales, technological advancement, environmental concerns, risks of effective supply chain management |
| | | ● Impacts: eg transport, accommodation, tour operations, retail and business travel; on destinations eg decline in visitor numbers, reduction in planned developments; on current developments eg super aircraft, super ships, expanded rail links, airport expansion (major and regional), new destinations, low-cost airlines, tour operators, accommodation providers; on the economic stability eg UK, other countries worldwide |

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 to be covered	Assessment type	Word count (approx. length)
LO1 - LO3	All Acs under LO1 - LO3	Coursework	2000 words
LO4	All ACs under LO4	Presentation	500 words

Indicative Reading list

Dieke, P. U., King, B. E., & Sharpley, R. A. (Eds.). (2020). *Tourism in Development: Reflective Essays*. CABI.

Fayos-Sola. (ed.) (2019) *The Future of Tourism: Innovation and Sustainability*. London. Emerald.

Stylos, N., Rahimi, R., Okumus, B., & Williams, S. (2021). *Generation Z Marketing and Management in Tourism and Hospitality*. London. Springer.

Tranisever, C., Pamuku, H. & Sharma, A. (2024) (Eds.) Future Tourism Trends: Tourism in a Changing World. London. Emerald

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 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.