OTHM LEVEL 5 EXTENDED DIPLOMA IN TOURSIM AND HOSPITALITY MANAGEMENT

Qualification Number: 610/0336/0

Specification | January 2022

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INTRODUCTION

The OTHM Level 5 Extended Diploma qualifications provide learners with industry-specific and practical skills, enabling them to successfully apply their knowledge in the workplace, enhance their career prospects and allow progression to further study.

The OTHM Level 5 Extended Diploma qualifications are equivalent to the first and second years of a university degree. Learners will study level 4 and 5 units, worth 120 credits per academic year with a total credit value of 240 credits.

The Level 4 units lay the foundations of learning by providing an introduction to relevant topics. The Level 5 units allow learners to specialise and progress into specific occupational areas.

Key features of OTHM Level 5 Extended Diploma qualifications:
- A stimulating and challenging programme of study that will be both engaging and informative for learners
- Learners can gain the essential subject knowledge needed to progress successfully into further study or the world of work
- A simplified structure: learners undertake a core of learning in the Level 4 units and build on this knowledge in the Level 5 units
- Refreshed content that is closely aligned with employer and higher education needs
- Assessments that consider cognitive skills along with affective and applied skills
- OTHM set unit assignments and a varied approach to assessment that supports progression to Level 6
- Learners will develop knowledge and academic study skills including active research skills, effective writing skills, analytical skills, critical thinking, creative problem-solving, decision-making and digital literacy.

QUALIFICATION OBJECTIVES

The objective of the OTHM Level 5 Extended 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.

Learners will study level 4 and 5 units, worth 120 credits per academic year with a total credit value of 240 credits (equivalent to the first 2 years of an honours degree).

The Level 4 units introduce relevant Tourism and Hospitality topics that lay the foundation for learning.
These units combine theoretical knowledge with practical application and will provide learners with knowledge and skills in the areas of academic and research skills, the tourism and hospitality business environment, the development of the tourism and hospitality industry, services marketing, consumer behaviour, sustainability in tourism and hospitality and event management.

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 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 Extended Diploma in Tourism and Hospitality Management
Ofqual Qualification Number	610/0336/0
Regulation Start Date	07/01/2022
Operational Start Date	10/01/2022
Duration	2 years
Total Credit Value	240 Credits
Total Qualification Time (TQT)	2400 Hours
Guided Learning Hours (GLH)	1200 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 Extended Diploma in Tourism and Hospitality Management qualification consists of twelve mandatory units, 240 credits, 2400 hours Total Qualification Time (TQT) and the recommended Guided Learning Hours (GLH) for this qualification is a minimum of 1200 hours.

To achieve the OTHM Level 5 Extended Diploma in Tourism and Hospitality Management, learners must achieve 240 credits, of which 120 credits are at Level 4 (6 units) and 120 credits are at Level 5 (6 units).

All units are mandatory.

Unit Ref. No.	Unit title	Level	Credit	GLH	TQT
H/650/1099	Academic Writing and Research Skills	4	20	100	200
A/650/1159	Business Environment for Tourism and Hospitality	4	20	100	200
T/650/1157	Services Marketing in Tourism and Hospitality	4	20	100	200
Y/650/1158	Sustainability in Tourism and Hospitality	4	20	100	200
H/650/1160	Events Management	4	20	100	200
J/650/1161	The Development of the Tourism and Hospitality Industry	4	20	100	200
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	Customer Relationship Management	5	20	100	200
M/650/1209	Contemporary Issues in Tourism and Hospitality	5	20	100	200

If a learner does not complete the full Level 5 Extended Diploma qualification, they may be awarded the OTHM Level 4 Diploma in Tourism and Hospitality Management qualification if they have successfully passed all 6 mandatory units and gained 120 credits at Level 4.
A new registration will need to be made by the centre.

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 3 Diploma qualification or equivalent qualification
- GCE Advanced level in 2 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 Extended 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), learner may be eligible to gain direct entry into Year 3 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 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 4 and 5 units of the OTHM Level 5 Extended 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.

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 Extended 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 4 UNIT SPECIFICATIONS

ACADEMIC WRITING AND RESEARCH SKILLS

Unit Reference Number	H/650/1099
Unit Title	Academic Writing and Research Skills
Unit Level	4
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

Engaging in academic research and writing will help learners to interpret and evaluate sources of information and evidence before engaging in the production of evidence based, logical, arguments. The aim of this unit is, therefore, to support the exploration of key topics which form part of the academic research and writing process so that learners will be able to achieve greater success and recognition in their studies.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criteria – The learner can:	Indicative Content
1. Understand the concept and purpose of academic research and writing.	1.1 Explain what is meant by the term 'academic research and writing.' 1.2 Explain different academic writing conventions. 1.3 Discuss different types of academic research.	• Seeking the truth • Adding to knowledge • Academic language • Paragraphs and argument flows • Paraphrasing • Writing to word counts • Descriptive research • Associational research • Intervention research • Validity and reliability of research

2. Know how to conduct academic research.	2.1 Compare different sources of information and evidence. 2.2 Explain a research process. 2.3 Differentiate between primary and secondary research.	• Journals • Textbooks • Conferences • Government data • Research as a linear process • Primary research – seeking new information • Secondary research – reviewing existing information
3. Know about critical thinking skills.	3.1 Explain what is meant by the term 'critical thinking.' 3.2 Explain different critical thinking skills. 3.3 Explain why critical thinking is important for in academic research. 3.4 Apply techniques to evaluate an argument.	• Systematic approach to evaluating arguments. • Critical reading • Analysis and interpretation • Being open-minded • Self-regulation • Objective v subjective • Promoting creative • Improving language and presentation skills • Thinking 'outside the box' • Argument coherence • Evidence testing • Validity testing
4. Understand how to construct a reliable and valid academic argument.	4.1 Explain the key components of a reliable and valid academic argument. 4.2 Differentiate between inductive and deductive reasoning. 4.3 Suggest an argument structure for a given topic.	• Evidence • Premise (nature of academic argument) • Conclusion • Inductive uses generalisation • Deductive uses known evidence and information • Logical argument structures

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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading

Bailey, S. (2017) *Academic Writing: A Handbook for International Students* 5th edition, Routledge, London

Cotrell, S. (2019) *The Study Skills Handbook 5th edition*, MacMillan, London

Journals

Journal of Academic Research

Journal of Academic Writing

BUSINESS ENVIRONMENT FOR TOURISM AND HOSPITALITY

Unit Reference Number	A/650/1159
Unit Title	Business Environment for Tourism And Hospitality
Unit Level	4
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 aims to provide learners with an understanding of the roles and characteristics of public and private sector organisations within the tourism and hospitality industry and the challenges they may face. Additionally, learners will explore the fundamental factors that affect how a tourism and hospitality organisation operates within the context of its internal and external business environment.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Know about the nature and role of public sector organisations in the tourism and hospitality industry.	1.1 Explain the role of the public sector in the tourism and hospitality industry. 1.2 Describe the characteristics of public sector organisations in the tourism and hospitality industry. 1.3 Describe common challenges faced by public sector organisations in the tourism and hospitality industry.	• Public sector includes government controlled, local government controlled and membership organizations. • Characteristics - encourages, promotes, and develop tourism as a major socio-economic activity to generate foreign currency and employment, owned or funded by the government – local or national, staffed by paid employees but may also be supported by volunteers ie tourist information centres, tourist boards, some smaller visitor attractions, some

		local transport organisations, most regulatory bodies, government bodies • Challenges o Inefficient Management o Budget constraints o Financial losses o Excessive Government Control o Lack of Efficiency o Delayed Decisions o Lack of Innovations
2. Know about the nature and role of private sector organisations in the tourism and hospitality industry.	2.1 Explain the role of the private sector in the tourism and hospitality industry. 2.2 Describe the characteristics of private sector organisations in the tourism and hospitality industry. 2.3 Evaluate the role of entrepreneurship in tourism and hospitality businesses.	• The private sector produces goods, provides service to consumers, and earn profits. • Characteristics – owned by private individual(s) or company, may be a public limited company (PLC) on stock market, could be large multinational company, may be SME (small to medium-sized enterprise), ie tour operators, travel agents, most transport organisations and hubs, most large visitor attractions, most accommodation providers • The entrepreneur and process of entrepreneurship; o Enterprise environment and enterprise culture; o Strategic aspects of entrepreneurship; o Ethnic entrepreneurship and entrepreneurship in an international context; o Business opportunity recognition, innovation and concept development; o Intrapreneurship and social entrepreneurship; o • Business franchising;

3. Be able to analyse the internal environment in which tourism and hospitality businesses operate.	3.1 Explain key factors that influence the internal environment of tourism and hospitality businesses.
	3.2 Explain why it is important to measure a business's internal environment.
	3.3 Apply a technique to quantify a business's internal environment.
	3.4 Assess a business's internal environment.
		• Internal environment: internal factors, functions, stakeholders, organisational culture
		• Establishing a business's capabilities
		• Supporting strategic intent
		• Planning for the future
		• Internal environment: resources, financial – non-financial, people and their skills, equipment – systems – processes – digital capabilities, customers, competitors, suppliers, intermediaries, public.
		• Capacity assessment grid
		• McKinsey's 7S framework
		• Other relevant frameworks
		• SWOT/TOWS
		   o Strengths: ie market share, reserves, innovation, brand
		   o Weaknesses: ie labour turnover, lack of workforce skills, motivation
		   o Opportunities: ie technology, overseas markets, product development
		   o Threats: ie rising costs, competitive rivalry, new entrants, pressure groups, social trends, government policies

4. Be able to analyse the external environment in which tourism and hospitality businesses operate.	4.1 Explain key factors in the external environment which influence tourism and hospitality businesses. 4.2 Explain why it is important to measure a business's external environment. 4.3 Apply a technique to quantify a business's external environment. 4.4 Assess a business's external environment.	• External factors, drivers and stakeholders • Local, national and international cultures • Establishing market position • Recognising opportunities • Preparing for change • Competition within the tourism and hospitality industry • The future of the tourism and hospitality industries • SWOT analysis of internal and external factors affecting marketing – strengths and

		weaknesses: internal analysis of production capacity, branding, product portfolio, staff skills, access to materials and suppliers – opportunities and threats: external analysis of market demand, changing technology, competitor strength o • Ansoff Matrix – to determine product and market growth strategies • Boston Matrix – to classify products within the product portfolio into four distinct groups o market mapping – to identify where there are 'gaps' in the market o competitor analysis – to assess the strengths and weaknesses of competitors, to identify opportunities for improvement within an organisation • Porter's Five Forces – threat of new entrants, threat of substitutes, competitive rivalry, bargaining power of suppliers, bargaining power of buyers. • PESTEL: • Political (changes in government and government policies, taxation, political stability, industry regulations, global trade agreements and restrictions). • Economic (government economic priorities and policies, economic growth, economic decline, exchange rates, inflation, interest rates, consumer spending, labour costs) • Social (culture, lifestyle, career and life expectations, consumer trends, fashions) • Technological (recent technologies, use of technology, impact of technology on industry, individual businesses and the individual and organisation)

		• Legal (Changes in legislation and regulation e.g. health and safety, employment legislation, equality legislation, consumer legislation, data protection) • Environmental (corporate social responsibility, consumer opinion, ethical trading, fair trade, organic, sustainability, responsibilities, legal requirements e.g. water use, waste and carbon emissions)

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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading

Holloway, J.C. & Humphries, C. (2019) *The Business of Tourism*. 11th Ed. London. Sage

Page, S. (2019) *Tourism Management.* 7th Edition. Abingdon: Routledge

Page, S. and Connell, J. (2020) *Tourism: A Modern Synthesis*. 5th Ed. London: Cengage

Walker, R. and Walker, T. (2019) *Introduction to Hospitality Management.* 8th Edition. London: Pearson

Wood, R. (2015) *Hospitality Management: A Brief Introduction.* London: Sage

SERVICES MARKETING IN TOURISM AND HOSPITALITY

Unit Reference Number	T/650/1157
Unit Title	Services Marketing in Tourism and Hospitality
Unit Level	4
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 introduce learners to the role of services marketing techniques in the context of customer service within the tourism and hospitality industry. Learners will also be introduced to the principles of consumer behaviour and the marketing mix.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative contents
1. Understand the principles of services marketing in the tourism and hospitality industry.	1.1 Describe the role of services marketing in the tourism and hospitality industry. 1.2 Discuss the services marketing approach in the tourism and hospitality industry. 1.3 Describe the services marketing activities of tourism and hospitality businesses. 1.4 Explain the impact of social media and digital communications on services marketing.	• Marketing in the tourism and hospitality industries • Introduction to services marketing • Services marketing in the tourism and hospitality industries • The services marketing mix • Introduction to social media and digital communications in the tourism and hospitality industries

2. Know about the components of the marketing mix.	2.1 Explain the 9P model of the extended marketing mix.
	2.2 Analyse the marketing mix of a selected tourism and hospitality business.
		• Marketing Mix and 9P Model:
		  o People
		  o Planning
		  o Product
		  o Place
		  o Price
		  o Promotion
		  o Partners
		  o Presentation
		  o Passion
		• Marketing as a cross-functional activity within tourism and hospitality businesses
		• Integrated marketing

3. Know about the principles of consumer behaviour in the tourism and hospitality industry.	3.1 Explain the main theories of consumer behaviour in the tourism and hospitality industry.
	3.2 Analyse contemporary trends in consumer behaviour in the tourism and hospitality industry.
	3.3 Explain how tourism and hospitality businesses have adapted to changes in consumer behaviour.
		• Introduction to consumer behaviour
		• Theories of consumer behaviour:
		  o Theory of Reasoned Action
		  o Theory of Planned Behaviour
		  o Motivation-Need Theory
		  o Impulse Buying
		• Current trends in tourism and hospitality consumer behaviour
		• Business responses to consumer behaviour
		• Agile business in tourism and hospitality

4. Understand the nature and importance of customer service in the tourism and hospitality industry.	4.1 Define the characteristics of excellent customer service in the tourism and hospitality industry. 4.2 Assess the relationship between customer service and business performance in the tourism and hospitality industry. 4.3 Explain the importance of effective customer complaint management.	• Introduction to the concept of service quality and customer service • Customer service in the tourism and hospitality industries • Principles of excellent customer service • Introduction to performance management • Managing complaints in tourism and hospitality organisations

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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Kotler, P., Bowen, J., Makens, J. & Baloglu, S. (2016) *Marketing for Hospitality and Tourism*. 7th Ed. London. Pearson.

George, R. (2021) *Marketing Tourism and Hospitality: Concepts and Cases*. London. Palgrave McMillan

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

Morrisson, A. (2019) *Marketing and Managing Tourism Destinations*. 2nd Ed. London: Routledge

SUSTAINABILITY IN TOURISM AND HOSPITALITY

Unit Reference Number	Y/650/1158
Unit Title	Sustainability in Tourism and Hospitality
Unit Level	4
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' understanding of the principles of sustainability that are important for those working in a managerial role in the tourism and hospitality industry. The unit introduces the concept of sustainability and sustainable development and contextualises it for different types of business and destinations in the tourism and hospitality industry.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
1. Understand sustainability and the sustainable development concept.	1.1 Explain the concept of sustainability. 1.2 Discuss the role of sustainability in a range of business contexts. 1.3 Explain the concept of sustainable development.	• Definition: Tourism that takes full account of its current and potential future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. • Principles (aesthetic, environmental, social, economic, ecological, cultural); • Measures: to ensure a sustainable environment; examples of good practice; local sourcing; implications for businesses and customers; sustainable operations within the context of the

		hospitality industry, changing customers' perceptions
		• Approaches to sustainability o Bruntland Report o 3-legged stool o Circular Economy o Green economy • Sustainability in business o CSR o Green consumers o Reporting o Regulation • History of Sustainable Development • United Nations Sustainable Development Goals • Sustainable Development policies
2. Understand the impacts of the tourism and hospitality industry on destinations.	2.1 Explain the different types of impacts that the tourism and hospitality industry has on destinations. 2.2 Discuss the ways in which different types of impacts can be managed.	• Impacts of tourism and hospitality on destinations • Urban • Coastal • Island • Rural • Economic Impacts of tourism and hospitality • Social Impacts of tourism and hospitality • Environmental Impacts of tourism and hospitality • Principles of Destination Management for sustainability • Best practices in Destination Management for sustainability
3. Understand the principles of sustainable tourism.	3.1 Explain the principles of sustainable tourism. 3.2 Show how sustainable tourism approaches help to mitigate the negative impacts of tourism. 3.3 Discuss policy initiatives that support sustainable tourism.	• Introduction to sustainable tourism • The relationship between sustainable tourism and sustainable development • Sustainable tourism and economic development • Sustainable tourism and social development • Sustainable tourism and the environment • Policy for sustainable tourism

		o United Nations World Tourism Organisation o Organisation for Economic Cooperation and Development o European Union o Association of Southeast Asian Nations o National policies for sustainable tourism

4. Understand sustainability initiatives in tourism and hospitality businesses.	4.1 Explain sustainability initiatives in different types of tourism and hospitality businesses.
	4.2 Discuss best practice in sustainable business practice in tourism and hospitality.
	4.3 Explain the impacts of sustainability initiatives on tourism and hospitality businesses.
		• Different types of sustainability initiatives
		  o Policies
		  o Certification
		  o Awards
		  o Staff incentives
		• Best practices in sustainable business practice in tourism and hospitality in different sectors:
		  o Travel
		  o Accommodation
		  o Restaurants
		  o Tour Operators
		• Measuring the success of sustainability initiatives
		• Sustainability Indicators

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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Fennel, D. & Cooper, C. (eds.) (2020) *Sustainable Tourism: Principles, Contexts and Practices*. Bristol: Channel View

Coghlan, A. (2019). *An introduction to sustainable tourism*. London. Goodfellow Publishers.

EVENTS MANAGEMENT

Unit Reference Number	H/650/1160
Unit Title	Events Management
Unit Level	4
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 enable learners to understand the different types of events that are linked to the tourism and hospitality industry. Learners will develop their understanding of the of the Meetings, Incentives, Conferences & Exhibitions (MICE) sector as well as knowledge of the impacts that events can have in tourism destinations.

Learning Outcomes, Assessment Criteria and Indicative Content

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

1. Understand different types of events.	1.1 Explain how small, large, hallmark and mega events are classified.
	1.2 Describe the characteristics of each kind of event.
	1.3 Assess the relationships between the tourism, hospitality and events management industries.
		• Classification and characteristics of events by scale:
		  o small: local and regional level ie festival,
		  o large: attract significant numbers of attendees ie concerts
		  o hallmark: major single-time or repeating events of limited duration ie Carnival in Rio.
		  o mega: enormous events that affect whole economies and echo in the global media ie FIFA World cup.
		• Classification of events by type e.g. Meetings, Incentives, Conferences, Exhibitions etc.

		• Relationships between event management and the tourism and hospitality industry
2. Understand the different types of events that take place within the tourism and hospitality industry.	2.1 Describe the characteristics of various events within the tourism and hospitality industry, 2.2 Differentiate between the range of venues within the tourism and hospitality industry that are suitable for the staging of events. 2.3 Explain the benefits to businesses in the tourism and hospitality industry of staging events.	• Tourism events : meetings, incentives, conventions (or conferences or congresses), and exhibitions, know • Hospitality events: weddings, business meetings, celebration dinners and fundraisers. • Event venue selection ie hotels, conference centres Benefits: increase brand and product exposure. reach a targeted audience, establish a relationship with customers, boost sales, create leadership and credibility.

3. Understand the characteristics of the Meetings, Incentives, Conferences & Exhibitions (MICE) sector.	3.1 Describe the Meetings, Incentives, Conferences & Exhibitions (MICE) sector.
	 3.2 Describe the characteristics of each element of the Meetings, Incentives, Conferences & Exhibitions (MICE) sector.
	 3.3 Assess the impact of external influences on the development of the Meetings, Incentives, Conferences & Exhibitions (MICE) sector.
		• The M.I.C.E. sector
		    o Meetings
		    o Incentives / Incentive Travel
		    o Conferences
		    o Exhibitions
		 • Business Travel
		 • Impact of crises on M.I.C.E ie
		    o Pandemics
		    o Terrorism
		    o Economic crisis
		    o Political crisis
		 • M.I.C.E. sector development in urban destinations

4. Understand the impact that events can have on tourism destinations.	4.1 Evaluate the range of impacts that events can have on tourism destinations. 4.2 Recommend measures to increase the positive impacts of events on tourism destinations 4.3 Recommend measures to reduce the negative impacts of events tourism destinations.	• Impacts: • Political, Economic, Social, Technological, Environmental and Legal • Sustainability and events management • Introduce positive and negative measures

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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Bladen, C., Kennell, J., Abson, A. and Wilde, N. (2017) *Events Management: An Introduction*. 2nd Ed. Abingdon: Routledge

Ferdinand, N. and Kitchin, P. (2022) *Events Management: An International Approach*. 3rd Ed. London: Sage

Getz, D. and Page, S. (2019) *Event Studies: Theory, Research and Policy for Planned Events*. 4th Ed. London: Routledge

Quinn, B. (2013) *Key Concepts in Event Management*. London: Sage

Raj, R., Walters, P. and Rashid, T. (2017) *Events Management: Principles and Practice.* 3rd Edition. London: Sage

Shone, A. and Parry, B. (2019) *Successful Event Management*. 5th Ed. London: Cengage

THE DEVELOPMENT OF THE TOURISM AND HOSPITALITY INDUSTRY

Unit Reference Number	J/650/1161
Unit Title	The Development of the Tourism and Hospitality Industry
Unit Level	4
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 the main factors influencing the development of the tourism and hospitality industry. Learners will develop the ability to analyse the factors affecting demand within the industry as well as knowledge of the relationships between businesses in the tourism and hospitality industry.

Learning Outcomes, Assessment Criteria and Indicative Content

Learning Outcome – The learner will:	Assessment Criterion – The learner can:	Indicative content
1. Understand the main factors affecting the development of the tourism and hospitality industry.	1.1 Discuss the historical development of the tourism and hospitality industry. 1.2 Explain the impact of technological, economic and social changes on the development of the tourism and hospitality industry. 1.3 Assess the contemporary factors that will affect the future development of the tourism and hospitality industry.	• The historical context of the tourism and hospitality industry • Definitions of different types of tourism including inbound, outbound and domestic • Technological developments • Economic Developments • Social developments • Contemporary trends influencing the growth of the tourism and hospitality industry • Challenges and issues facing the industry from social, economic, environmental

		and political perspectives

2. Know about the factors affecting consumer demand within the tourism and hospitality industry.	2.1 Explain the major factors impacting on tourist demand.
	2.2 Describe the key theories of tourist motivation.
	2.3 Explain the roles and functions of different types of travel agents and tour operators.
		• Factors influencing tourist demand
		  o Physical
		  o Psycho-Social
		  o Status/Prestige
		  o Environmental
		• Key theories of tourist motivation
		  o Maslow
		  o Push-Pull theory
		  o Travel career ladder
		  o Plog''s tourist typologies
		• Travel agencies
		• Retail travel operations
		• Online Travel Agencies
		• Tour operator types
		• Package holidays

3. Understand the roles and functions of organisations within the tourism and hospitality industry.	3.1 Describe the main types of organisations within the tourism and hospitality industry.
	3.2 Explain the scale and structure of a selected tourist or hospitality organisation.
	3.3 Explain tourism and hospitality business functions in a tourist destination.
		• Types of business in the tourism and hospitality industry ie :
		  o Accommodation.
		  o Transport Provision
		  o Visitor Attractions
		  o Tour Operations
		  o Travel Agents
		  o Tourism Development and Promotion
		• Structure and organisation:
		Position in the chain of distribution, Key profiles including origins, ownership, market segments, competition and scale to differentiate between different tour operators
		Different types of products and services to meet different markets
		• Regulation of tour operators including governing bodies and regulatory requirements
		• Tourism and hospitality businesses at the

		destination level

4. Understand the roles, functions and actions of destination management organisations.	4.1 Assess why destination management is needed.
	4.2 Describe the roles of destination management organisations at national and local levels.
	4.3 Analyse the common issues faced by destination management organisations in a tourist destination.
		• The need for the management of tourism destinations
		   ○ Sustainability
		   ○ Competitiveness
		   ○ Cooperation
		• The role of the Destination Management Organisation in a tourism destination.
		   ○ National Tourism Organisations
		   ○ Regional Tourism Organisations
		   ○ Local Tourism Organisations
		• Issues faced by Destination Management Organisations
		   ○ Role of the public sector
		   ○ Public-Private Partnerships
		   ○ Subscriptions / Memberships
		   ○ Free riding
		   ○ Stakeholder management

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)
All 1 to 4	All ACs under LO 1 to4	Coursework	3000 words

Indicative Reading list

Page, S. (2019) *Tourism Management.* 7th Edition. Abingdon: Routledge

Page, S. and Connell, J. (2020) *Tourism: A Modern Synthesis*. 5th Ed. London: Cengage

Walker, R. and Walker, T. (2019) *Introduction to Hospitality Management.* 8th Edition. London: Pearson

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
		    ○ Promotion in the digital context
		    ○ 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
		   o Content regulation
		   o Data protection
		   o 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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Kotler, P., Bowen, J., Makens, J. & Baloglu, S. (2016) Marketing for Hospitality and Tourism. 7th Ed. London. Pearson.

George, R. (2021) *Marketing Tourism and Hospitality: Concepts and Cases*. London. Palgrave McMillan

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

Morrisson, A. (2019) *Marketing and Managing Tourism Destinations*. 2nd 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, maximize efficiency while producing goods and services that effectively fulfil customer needs. • Higher profit margins, help attract more customers more frequently, helps maintain brand loyalty, can add predictability and constancy to your company's revenue streams, help attract more brand alliances, talent and potential investors.
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 hospitality industry.	• 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 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	• 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

	advantage for visitor attractions.	• 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 quality • product; 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, • Theories on tourism: theories eg 'responsible tourism' (Goodwin, 1998), the 'smart consumer' (Voase, 2002) • Competitor activity, examples include: - competing local, regional and national attractions, • Supply: services e.g. visitor flows, flexible capacity (extended opening hours, peak strategies –specific time slots, increased staff levels, additional tills/eating area, identified routes within attraction, multi skilling of staff); increasing capacity (additional buildings/attractions);security, identified footpaths; regulated room conditions (protection of textiles, carpets),signage, concessions.

		• Demand: influence the number or behaviour of visitors including price incentives, marketing interpretation, education • Renewal: product life cycle, visitor expectations, passive and active modes of delivery; innovation e.g. new adventure, new theme, new area. • 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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 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. (2017) *Customer Services in Tourism and Hospitality*. 2nd Ed. London: Goodfellow

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

Slack, N., Chambers, S., & Johnston, R. (2019). *Operations management*. 9th Ed. London. Pearson education.

Holland, J., & Leslie, D. (2017). *Tour operators and operations: Development, management and responsibility*. Wallingfod. 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 decision making.	• 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 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.
	3.2 Compare organisational performance using historical financial data.
		• Ratios:
		  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:
		    ○ Operating budget
		    ○ Cash budget
		    ○ Fixed budget
		    ○ Master budget
		    ○ Incremental budgeting
		    ○ Activity-based budgeting
		    ○ Budgeting based on value proposition
		• Zero-based budgeting
		• Budget control and revenue management in the tourism and hospitality industries
		    ○ Key hospitality financial metrics: ADR, RevPAR, GOP PAR
		    ○ 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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

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

Guilding, 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

MANAGEMENT OF HUMAN RESOURCES

Unit Reference Number	H/650/1151
Unit Title	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)	8.2 Travel and Tourism
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. Know about the purpose and objectives of human resource management.	1.1 Explain how human resource management has evolved. 1.2 Explain 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 Discuss 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. Know 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:
		  o Resources and capabilities
		  o Leadership
		  o Learning and development
		  o Motivation
		  o Business and functional strategies
		  o Organisational culture
		  o Equality and diversity
		• External factors:
		  o Competition and PESTEL forces
		  o Skills trends
		  o Competitor behaviour
		  o HR availability
		  o HR costs
		  o Legislation

4. Understand how a business uses its human resource management function.	4.1 Apply techniques to measure the effectiveness of a business's human resource management function. 4.2 Suggest ways in which a business could improve the effectiveness of its human resource management function.	• Employee net promoter scores • Employee satisfaction index • Absentee rates • Productivity rates • Employee turnover • Using AI for recruitment • Digital learning • The psychological contract • Digital transformation

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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Burke, R. J., & Hughes, J. C. (Eds.). (2018). *Handbook of Human Resource Management in the Tourism and Hospitality Industries*. Edward Elgar Publishing.

Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2020) *Human Resource Management.* 11th Edition, London: Pearson

Mullins, L. and Dossor, P. (2013) *Hospitality Management and Organisational Behaviour*. 5th Ed. London: Pearson

Whiting, F., & Martin, M. (2020). *Human resource practice*. London. Kogan Page Publishers.

Bailey, C., Mankin, D., & Garavan, T. (2018). *Strategic human resource management*. Oxford. Oxford University Press.

CUSTOMER RELATIONSHIP MANAGEMENT

Unit Reference Number	L/650/1208
Unit Title	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 • Use of advanced technology such as 'Internet of Things' and Cognitive systems to • gather real-time data and predict and forecast market trends • 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 - Use an effective communication channel, improve hiring and onboarding, bring your culture and values to life, specify clear goals, make life easier. offer a great experience, reward good teamwork.
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 customer experience in a selected tourist or hospitality organisation.	- Methods: measures (key performance indicators, complaints, retention, perceptions, reach and revenue, willingness to recommend), brand 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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

Buttle, F. and Maklan, S. (2019) *Customer Relationship Management: Concepts and Technologies.* 4th Edition. London: Routledge

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

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 ○ Inequality ○ Gender ○ National cultures • Contemporary environmental issues affecting the future of tourism and hospitality ○ Climate crisis ○ Plastic use ○ Natural disasters • Contemporary technological issues affecting the future of tourism and hospitality

		o User Generated Content o Meta-search o Augmented reality and the Metaverse

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.
		• The impacts of contemporary social issues affecting the future of tourism and hospitality on:
		   o Consumers
		   o Businesses
		   o Destination Management
		• The impacts of contemporary environmental issues affecting the future of tourism and hospitality on:
		   o Consumers
		   o Businesses
		   o Destination Management
		• Contemporary technological issues affecting the future of tourism and hospitality on:
		   o Consumers
		   o Businesses
		   o Destination Management

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 impacts 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)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3000 words

Indicative Reading list

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

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

Seba, J. (Ed.). (2011). *Tourism and hospitality: Issues and developments*. CRC Press.

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

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.