



OTHM LEVEL 5 DIPLOMA IN TOURISM AND HOSPITALITY MANAGEMENT (QCF)

Qualification Ref. No.: 601/5661/2

Programme Specification | September 2016 | Version 2.0

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QUALIFICATION OBJECTIVES

The qualification in Tourism and Hospitality Management at Level 5 is designed to provide learners with a challenging qualification that supports their development as managers within the tourism and hospitality industry, with a lifelong-learning orientation. This will enable learners to critically apply contemporary knowledge and theories to the management of complex problems in the tourism and hospitality industry; with specialist skills and technical terminology required to develop their management skills in the tourism and hospitality industry; enable learners to make decisions about the management of work areas in the tourism and hospitality industry that are informed by best practice and contemporary research; give learners the opportunity 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 register of [Regulated Qualifications](#).

Qualifications Wales is a Welsh Government Sponsored Body but independent from the Welsh Government in relation to its qualifications functions for which is directly accountable to the National Assembly for Wales. It is responsible for the regulation of awarding bodies and the quality assurance of qualifications in Wales. It is charged with ensuring that qualifications in Wales are fit for purpose, that the qualification system in Wales is efficient and effective and that there is public confidence in qualifications in Wales. Visit [Qualifications Wales](#) for more information.

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

REGULATORY INFORMATION

Qualification Title	OTHM Level 5 Diploma in Tourism and Hospitality Management (QCF)
Ofqual Ref. No.	601/5661/2
Regulation Start Date	13/02/2015
Operational Start Date	01/03/2015
Duration	1 Year
Total Credit Value	120 Credits
Overall Grading Type	Pass
Assessment Methods	Coursework
Language of Study	English

EQUIVALENCE

This Tourism and Hospitality Management diploma programme is a Level 5 qualification according to the Qualifications and Credit Framework (QCF) which consist 6 mandatory units worth total 120 credits and equivalent to Degree 2nd Year in the UK.

PROGRAMME STRUCTURE

The OTHM Level 5 Diploma in Tourism and Hospitality Management is a 120 credit qualification that includes six mandatory units. To achieve the Level 5 Diploma in Tourism and Hospitality Management, learners must complete all units giving 120 credits.

Unit Ref. No.	Mandatory unit title	Credit
L/507/0023	Contemporary Issues in Tourism and Hospitality	20
R/507/0024	Marketing Management in Tourism and Hospitality	20
Y/507/0025	Customer Relations Management in Tourism and Hospitality	20
D/507/0026	Operations Management in Tourism and Hospitality	20
H/507/0027	Finance Management in Tourism and Hospitality	20
K/507/0028	Human Resources Management in Tourism and Hospitality	20

ABOUT THE UNITS

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.

The QCF credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

Learning time is defined as the amount of time a Learner at the level of the unit is expected to take, on average, to complete the learning outcomes of the unit to the standard determined by the assessment criteria.

Guided Learning Hours is defined as the number of hours of teacher-supervised or directed study time required to teach a qualification or unit of a qualification.

ENTRY REQUIREMENTS

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

- Relevant NQF/QCF Level 4 Diploma or at the level of GCE/GCSE or equivalent
- Mature learners (over 21) with relevant work experience
- English: If a learner is not from a majority English-speaking country must provide evidence of English language competency at minimum of CEFR (The Common European Framework of Reference for Languages) level B1 from a recognised English test provider or IELTS level 4.0 in each components.
- Learner must be 18 years or older at the beginning of the course

PROGRESSION

On passing the OTHM Level 5 Diploma in Tourism and Hospitality Management (QCF) learner will be eligible to be considered for the OTHM Level 6 Diploma in Tourism and Hospitality Management (QCF) or entry to a range of higher education courses offered by a large number of Higher Education Institutions.

DELIVERING THE 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.

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

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

ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the centre and 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, a learner must have successfully passed all the assessment criteria for that unit.

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

RECOGNITION OF PRIOR LEARNING AND ACHIEVEMENT

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

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

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

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

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

EQUALITY AND DIVERSITY

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

CONTACT DETAILS

OTHM Qualifications

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Unit Specifications

UNIT 01: CONTEMPORARY ISSUES IN TOURISM AND HOSPITALITY

Unit Reference Number	L/507/0023
Unit Title	Contemporary Issues in Tourism and Hospitality
Unit Level	4
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with an understanding of important contemporary issues that are influencing the development of the tourism and hospitality industry. Learners will develop skills in analysing contemporary issues that affect tourism and hospitality businesses and in identifying relevant sources of information from a wide variety of sources.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Discuss contemporary issues that are influencing the development of the tourism and hospitality industry	1.1	Define social issues that are influencing the development of the tourism and hospitality industry
		1.2	Define environmental issues that are influencing the development of the tourism and hospitality industry
		1.3	Define technological issues that are influencing the development of the tourism and hospitality industry
2	Critically analyse the impacts of contemporary issues on the tourism and hospitality industry	2.1	Review the impacts of social issues on the development of the tourism and hospitality industry
		2.2	Review the impacts of environmental issues on the development of the tourism and hospitality industry
		2.3	Review the impacts of technological issues on the development of the tourism and hospitality industry
3	Evaluate the impact of current trends on the development of the tourism and hospitality industry	3.1	Summarise current trends in society that will influence the future development of the tourism and hospitality industry
		3.2	Evaluate the impacts of current trends in society on the future development of the tourism and hospitality industry
4	Research information from a range of academic and industry sources	4.1	Research academic sources to identify contemporary issues and future trends that are influencing the development of the tourism and hospitality industry
		4.2	Research industry sources to identify contemporary issues and future trends that are influencing the development of the tourism and hospitality industry

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

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

Study Contents

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

Indicative Reading list

Cooper, C. & Hall, C-M. (2012) *Contemporary Tourism: An international Approach*, 2nd ed, London: Goodfellow

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

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

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

UNIT 02: MARKETING MANAGEMENT IN TOURISM AND HOSPITALITY

Unit Reference Number	L/507/0024
Unit Title	Marketing Management in Tourism and Hospitality
Unit Level	5
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with a critical understanding of the principles of marketing. Learners will develop the ability to apply the marketing mix to the tourism and hospitality industry and will be able to explain the role and function of marketing within tourism and hospitality businesses.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Explain the principles of Marketing	1.1	Describe the need for marketing in contemporary businesses
		1.2	Explain the elements of the marketing mix
		1.3	Evaluate the role of brands in the tourism and hospitality
2	Critically analyse the role and function of marketing in tourism and hospitality businesses	2.1	Critically Analyse the importance of marketing in tourism and hospitality businesses
		2.2	Identify the roles and responsibilities of marketing professionals in tourism and hospitality businesses
		2.3	Explain the issues involved in managing the marketing process in tourism and hospitality businesses
3	Outline the service marketing approach in the tourism and hospitality industry	3.1	Review the principles of the services marketing approach
		3.2	Critically analyse the benefits of the services marketing approach for the tourism and hospitality industry
		3.3	Identify aspects of services marketing in the management of tourism and hospitality businesses
4	Explain the importance of market research in the tourism and hospitality industry	4.1	Outline the principles of market research
		4.2	Research market research data relating to the tourism and hospitality industry
		4.3	Demonstrate the principles of market research by collecting data relating to the tourism and hospitality industry.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

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

Study Contents

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

Indicative Reading list

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

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

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

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

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

UNIT 03: CUSTOMER RELATIONS MANAGEMENT IN TOURISM AND HOSPITALITY

Unit Reference Number	Y/507/0025
Unit Title	Customer Relations Management in Tourism and Hospitality
Unit Level	5
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

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

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Outline the principles of managing customer relations in tourism and hospitality businesses	1.1	Describe the importance of customer relations in the tourism and hospitality industry
		1.2	Define the different functions within tourism and hospitality businesses that are linked to customer relations
		1.3	Discuss the factors that influence the management of customer relations in the tourism and hospitality industry
2	Describe the nature of purchasing decisions, and be able to discuss the principles of effective customer relationship management in this context.	2.1	Identify approaches to consumer decision making
		2.2	Assess the factors that influence consumer purchase decisions
		2.3	Explain how to manage customer relations services
3	Discuss the importance of teamwork in the context of managing customer relations.	3.1	Describe the characteristics of effective teams
		3.2	Explain the importance of team working in the tourism and hospitality industry
		3.3	Explain how managers can promote effective team working in the tourism and hospitality industry
4	Identify legislation governing the customer interface.	4.1	Explain the principles of legislation governing the sale of goods and services
		4.2	Identify areas of legislation governing the licensing of hotels, restaurants, travel agents, tour guides and carriers.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

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

Study Contents

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

Indicative Reading list

Bagdan, P. (2012) *Guest Service in the Hospitality Industry*,

Buttle, F., Maklan, S. (2015) *Customer Relationship Management: Concepts and Technologies 3rd ed.*, London: Routledge

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

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

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

UNIT 04: OPERATIONS MANAGEMENT IN TOURISM AND HOSPITALITY

Unit Reference Number	D/507/0026
Unit Title	Operations Management in Tourism and Hospitality
Unit Level	5
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with an understanding of operations management within the tourism and hospitality industry and specifically the systems, processes, project and quality management skills associated with this function. Learners will develop the ability to apply operations management knowledge to the tourism and hospitality industries and an appreciation of the value of the operations function.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Explain the development of operations and the ways in which effective operations management can benefit tourism and hospitality businesses.	1.1	Outline the origins of operations management from manufacturing to the service sector.
		1.2	Explain how operations has become a managerial function in the tourism and hospitality industry
		1.3	Analyse the ways in which operations management can be used to create customer value and competitive advantage.
2	Explain the processes, systems and planning methods used in operations management	2.1	Explain systems design and process design and relate this to tourism and hospitality.
		2.2	Evaluate the importance of 'process' and 'product' innovation as it applies to tourism and hospitality organisations.
		2.3	Describe the role and processes of logistics and the supply chain in the context of tourism and hospitality
3	Discuss the principles of visitor and attractions management in the tourism industry	3.1	Explain the concept of visitor management
		3.2	Discuss the role of visitor attractions in the tourism industry
		3.3	Analyse how effective systems of management and control can lead to competitive advantage for visitor attractions
4	Apply operations management methods to a range of organisations working within the tourism and hospitality industry.	4.1	Explain the importance of the external environment in the context of operations management.
		4.2	Compare and contrast the operational activities of a range of organisations in the tourism and hospitality industry.
		4.3	Evaluate the existing and potential impacts of the virtual marketplace on the pattern of tourism and hospitality operational activities.

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

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

Study Contents

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

Indicative Reading list

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

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

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

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

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

UNIT 05: FINANCE MANAGEMENT IN TOURISM AND HOSPITALITY

Unit Reference Number	D/507/0027
Unit Title	Finance Management in Tourism and Hospitality
Unit Level	5
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

This unit provides learners with an understanding of the fundamental principles of financial accounting and financial management in the tourism and hospitality industry. Learners will develop the ability to apply these principles to the work of managers in the tourism and hospitality environment. This unit should be studied within the contexts of local, national and international legal frameworks and good practice relating to finance.

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Explain the principles of accounting in tourism and hospitality businesses	1.1	Define the purpose of accounting and finance management in the context of a tourism or hospitality organisation.
		1.2	Critically analyse the difference between a sole trader, a partnership and a limited company
		1.3	Explain how financial software can support Tourism and Hospitality business' accounting functions
2	Describe the principles and documents involved in financial transactions	2.1	Explain the rules of double-entry book-keeping and how it is used to maintain financial records
		2.2	Describe how to calculate and correctly account for VAT on purchases and sales
		2.3	Explain the role cash receipts, cash payments and bank reconciliation
3	Explain how a trial balance and adjustments are used to prepare a statement of comprehensive income and a statement of financial	3.1	Explain how a trial balance is constructed.
		3.2	Demonstrate how this trial balance along with adjustments is used to prepare a Trading, Profit and Loss account and a Balance Sheet
4	Justify how an organisation should manage its working capital and the process of revenue	4.1	Describe the types and sources of finance available to a business and the ways in which a business raises capital
		4.2	Explain the role of and the process of budgetary control and revenue management in a tourism or hospitality business
		4.3	Demonstrate how to prepare a simple cash budget

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

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

Study Contents

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

Indicative Reading list

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

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

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

UNIT 06: HUMAN RESOURCES MANAGEMENT IN TOURISM AND HOSPITALITY

Unit Reference Number	D/507/0028
Unit Title	Human Resources Management in Tourism and Hospitality
Unit Level	5
Guided Learning Hours	200
Number of Credits	20
Core / Option	Core
SSAs	7.4 Hospitality and Catering 8.2 Travel and Tourism
Unit Grading Structure	Pass

Unit Aims

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

Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Identify human resources frameworks to effectively manage the recruitment and retention of staff	1.1	Describe the criteria and characteristics required for effective leadership and management.
		1.2	Identify the common issues faced by human resource managers in the tourism and hospitality industry
		1.3	Evaluate the practical and legal frameworks and current good practice surrounding the recruitment and selection process.
2	Evaluate training and career development opportunities for individuals, in order to enhance both individual and organisational performance.	2.1	Explain how to maximise both individual and group performance by implementing different performance management solutions.
		2.2	Explain the importance of career development and lifelong learning to tourism and hospitality businesses
3	Explain the relationship between pay and motivation, and its significance in developing a reward strategy.	3.1	Summarise the key components and influences on payment and reward systems
		3.2	Explain economic, psychological and cultural influences on attitudes and behaviour.
		3.3	Explain and apply the concept of 'psychological contract' in a tourism and hospitality context
4	Review the importance of cultural diversity in the workplace and strategies for managing this	4.1	Outline the significance of cultural diversity to the tourism and hospitality industry
		4.2	Explain the benefits of a culturally diverse workforce
		4.3	Describe techniques for managing a culturally diverse workforce

Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

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

Study Contents

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

Indicative Reading list

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

Torrington, D., Hall, L., Taylor, S. & Atkinson, C. (2014) *Human Resource Management 5th ed*, London: Pearson

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

Nickson, D. (2012). *Human Resource Management for the Tourism and Hospitality Industries*, 2nd ed., Abingdon: Routledge

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

IMPORTANT NOTE

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