



ICM

Hospitality Management

Course Handbook



SETTING GLOBAL STANDARDS

For Business & Management Education

June 2016

The Institute of Commercial Management

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1 Introduction

The purpose of this Course Handbook is to provide you with general information about studying with the Institute of Commercial Management (ICM). This Handbook should be read in conjunction with other Guidelines available on the ICM website. The early pages of this Handbook provide general information about ICM and its programmes. Later sections give details about the equivalency of ICM Certificate (NQF* Level 4 qualifications), Diploma (NQF Level 5 qualifications), Advanced Diploma (NQF Level 6 qualifications), Graduate Diploma (NQF Level 6 qualifications) and Post Graduate Diploma Awards (NQF Level 7 qualifications). Please note that not all Levels are available for all programmes. The material in this Handbook is as accurate as possible at the time of production.

*NQF: the UK National Qualifications Framework

2 The Institute of Commercial Management (ICM)

Established in the early 1970s, the Institute of Commercial Management provides academic and vocational qualifications which are well recognised globally.

In its capacity as a course developer and an examining and certifying Board, the Institute offers a wide range of professional and vocational awards in Business, Management and related vocational areas.

ICM programmes are designed to address the personal development and training needs of those wishing to enter the commercial sector and to support the continued development and workplace flexibility of those already in employment.

ICM's global services include the design, development and certification of business education and training programmes for education providers; the development and certification of tailored education and training programmes for the corporate sector, emerging industries and the global workforce and the examination, assessment and certification of students undertaking business, management and related vocational education programmes.

An acknowledged specialist in the design and development of progressive, practical and multi-functional programmes of study, the Institute works with a range of public and private sector clients including universities, business schools, colleges, training providers, International Development Agencies, government agencies and local authorities.

ICM provides examinations in more than 200 subject areas ranging from accounting and finance to tourism and hospitality and from marketing and advertising to project management and examines and certifies candidates to an internationally consistent standard.

3 ICM Articulation Agreements with Universities

The Institute has formal partnership arrangements with universities in the UK and overseas. A full list of progression routes from ICM qualifications into Undergraduate and Post Graduate courses at UK Universities is available from the ICM website.

Established articulation arrangements provide direct access to the second and final years of a wide range of BA/BSc degrees for ICM Diploma qualifications (Level 5 Diploma) and

Advanced Diploma qualifications (Level 6 Diploma). Access to Masters programmes also exist for those with ICM Graduate Diplomas (Level 6) and ICM Post Graduate Diplomas (Level 7). In addition, ICM Certificate (Level 4 Diploma) holders may be eligible for entry to year 1 of appropriate degrees.

Subject to status and grades obtained, students holding ICM Diploma qualifications at levels 4, 5, 6 and 7 are accepted onto Undergraduate and Post Graduate degree programmes offered by institutions in continents across the globe.

Our strategic partners have agreed that students can enter their degree programmes with Advanced Standing, provided they possess the right Grade profile and are able to meet other admissions criteria, such as language competence. The stated grade and points requirements may be subject to local variations.

Entry to the First Year

Application for entry to the first year of a relevant degree programme will be considered for those students who hold a relevant ICM Certificate Level Award.

Entry to the Second Year

Application for entry to the second year of an Honours degree programme will be considered for students who have passed a relevant ICM Diploma (Level 5) programme and have met the following requirements:

- ☞ obtained at least 24 Points from 8 subjects leading to the qualification
- ☞ obtained at least a Grade C in all subjects in the Diploma

Entry to the Final Year

Students who have passed a relevant ICM Advanced Diploma (Level 6 Diploma) programme will be considered for final year entry if they have achieved the following:

- ☞ obtained at least 32 Points from 12 subjects leading to the Advanced Diploma
- ☞ obtained at least a Grade C in all subjects in the Advanced Diploma

Entry to the Post Graduate Year

Students who have passed a relevant ICM Graduate Diploma (Level 6 Diploma) programme will be considered for entry to Masters programmes if they have achieved the following:

- ☞ obtained at least 12 Points from the final 4 subjects leading to the qualification
- ☞ obtained at least a Grade C in all subjects in the Graduate Diploma

Converting ICM subject grades into points

The following rules apply in relation to converting ICM subject grades into points:

- ☞ an 'A' grade is awarded 6 points
- ☞ a 'B' grade is awarded 4 points
- ☞ a 'C' grade is awarded 2 points
- ☞ a 'D' grade is awarded 0 points

Progression Routes

Students wishing to progress to degree programmes should review the range of courses available at our partner Universities. Information on appropriate university courses can be obtained from our website.

The Institute's qualifications are also recognised by leading professional examining bodies for either subject exemption or registration purposes. Further details can be obtained from the appropriate examination bodies.

4 Learning, Teaching and Assessment Strategy

Tuition in preparation for the Institute's examinations takes place on a number of levels, including lectures, seminars, class discussion and problem review and analysis.

Formal lectures provide a foundation of information, which students build on through directed learning and self-managed study outside the classroom.

Students are actively encouraged to form study groups to discuss course material, fostering a greater depth of learning experience.

4.1 Assessment

Assessment for the majority of programmes is based on final examinations. The Institute has a traditional approach to assessment. Formative assessment is provided by ICM Teaching Centres as and when appropriate and may include; essays, in-class tests, role play exercises, presentations and projects. However, in terms of gaining a professional qualification, and in order to maintain standards, ICM believes that students should be formally assessed on the body of knowledge covered during the course and be examined as individuals on the required learning outcomes.

4.2 Student Workload

In accordance with nationally accepted codes of practice in the UK, each 20 credit unit represents a total of approximately 200 hours of learning. Typically, each ICM award at undergraduate level comprises four units of 20 credits each. Students must complete four units at each level leading to the awards of Certificate (Level 4 Diploma), Diploma (Level 5 Diploma), Advanced Diploma (Level 6 Diploma) and Graduate Diploma (Level 6 Diploma). Thus, for example, in order to gain an ICM Advanced Diploma, a student must have completed the Certificate, Diploma and Advanced Diploma stages. The Post Graduate Diploma (Level 7 Diploma) consists of 120 credits divided into six units.

The learning hours for each unit are subdivided into appropriate categories of learning opportunities, such as lectures, seminars, preparation time, directed study, time spent on assessment items and exam preparation. At least one quarter of this time is usually devoted to formal contact time.

A further one quarter of this time is related to directed learning. The balance of workload is comprised of individual, self-managed student learning and revision.

Note that for a unit delivered in standard mode, the ICM examinations calendar accommodates a teaching year of approximately 2 x 20 teaching weeks, and four weeks of revision/end of year assessment.

Furthermore, each unit is assigned to a particular 'Level', with each Level corresponding to the group of subjects contained within the programmes leading to the award of a Certificate (Level 4 Diploma), Diploma (Level 5 Diploma), Advanced Diploma (Level 6 Diploma), Graduate Diploma (Level 6 Diploma) or Post Graduate Diploma (Level 7 Diploma).

5 ICM Qualifications and Progression

Understanding your qualification is important and the following guidelines outline how ICM qualifications fit within the UK National Qualifications Framework and support vocational learning.

ICM has benchmarked its qualifications against the UK National Qualifications Framework (NQF). In recognition of the NQF levels and with reference to appropriate National Occupational Standards, the Institute has produced the following level descriptors which should be read in conjunction with the table provided in section 5.6.

5.1 ICM Certificates (equivalent to NQF Level 4 Diplomas)

ICM Certificates are awarded to those who have passed Part 1 (the first four or five subjects, depending on the course) of an ICM Diploma programme. See below for ICM Diploma Entry Requirements. ICM Certificates represent a level of qualification that recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICM Certificate holders should be able to display competence in the application of knowledge in the performance of a range of work activities, some of which may be routine and predictable with some being complex or non-routine.

Learning at this level involves gaining knowledge and skills appropriate for individuals working semi-independently, or receiving basic supervision and training from others in their field of work.

Students should begin to develop a degree of individual responsibility or autonomy in their study as well as the ability to collaborate with others, for example through participation in work groups or teams.

Successful completion of the ICM Certificate enables entry to the first year of appropriate degree programmes at a range of Universities. For a complete list of progression routes please refer to the website.

5.2 ICM Diplomas (equivalent to NQF Level 5 Diplomas)

Entry to an ICM Diploma programme requires completion of secondary education or an equivalent and recognised programme of study.

ICM Diplomas represent a level of qualification which recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICM Diploma holders should be able to display competence in the application of knowledge in a broad range of varied work activities performed in a wide variety of contexts, most of which are complex and non-routine.

Learning at this level involves obtaining detailed knowledge and skills appropriate for people working independently, or providing basic supervision and training of others in their field of work and people wishing to go to University.

Progression is available from the ICM Diploma to the second year of relevant degree programmes at a range of Universities. For a complete list of progression routes please refer to the website.

5.3 ICM Advanced Diplomas (equivalent to NQF Level 6 Diplomas)

Entry to an ICM Advanced Diploma programme requires completion of the ICM Certificate and Diploma in the selected programme. Students holding other relevant and equivalent qualifications which contain ICM Diploma subjects could qualify for entry as well as subject and Level exemptions.

ICM Advanced Diplomas represent a level of qualification which involves specialist learning and detailed analysis of a high level of information, knowledge and skills in a specified area of work or study.

Students undertaking an ICM Advanced Diploma should demonstrate the depth of knowledge and understanding of an area of work or study to enable them to formulate solutions and responses to complex problems and situations.

ICM Advanced Diplomas are appropriate for people working in positions such as Senior Supervisors, Professionals or Managers. These individuals need to demonstrate significant levels of knowledge, a high level of work expertise in job roles and competence in managing and training others. Learning at this level is appropriate for people working in technical and professional jobs, and/or managing and developing others.

The ICM Advanced Diploma is equivalent to NQF Level 6 and in terms of level and credit value these qualifications are comparable to UK Intermediate Higher Education qualifications such as HNDs, Diplomas of Higher Education and Foundation Degrees.

Progression is available from ICM Advanced Diplomas to the final year of relevant degree programmes at a range of Universities. For a complete list of progression routes please refer to the website.

5.4 ICM Graduate Diplomas (equivalent to NQF Level 6 Diplomas)

Entry to an ICM Graduate Diploma programme requires prior completion of the ICM Diploma and Advanced Diploma in the selected programme.

Advanced Standing and Exemptions: Students holding relevant degrees and equivalent qualifications which contain ICM Certificate, Diploma and Advanced Diploma subjects could qualify for entry as well as subject and Level exemptions.

Students at this level study highly developed and complex levels of knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.

Learning at the Graduate Diploma level involves the demonstration of high level specialist professional knowledge appropriate for senior professionals and managers. Indicative competencies involve the application of a range of fundamental principles across a wide and often unpredictable variety of contexts as well as the ability to perform technical or professional work activities in a variety of contexts with a substantial degree of personal responsibility and autonomy.

A qualification at this level is appropriate for people working as knowledge-based professionals or in professional management positions. This qualification is equivalent to a Bachelors degree, and progression is available from the ICM Graduate Diploma to Post Graduate programmes such as Masters degrees.

5.5 ICM Post Graduate Diplomas (equivalent to NQF Level 7 Diplomas)

Entry to an ICM Post Graduate Diploma programme requires completion of an ICM Graduate Diploma, another Level 6 award, or a degree level qualification in an appropriate discipline.

Refer to Section 6 for Advanced Standing arrangements for mature candidates.

Students at this level of study should display a mastery of high level knowledge and skills and have professional and research-based skills.

This qualification is equivalent to two thirds of a Masters degree (MBA or MA) and advanced standing can be given onto a range of Masters degrees. For a complete list of progression routes please refer to the website.

5.6 Relative Positioning of ICM Qualifications

The following table gives an indication of the relative positioning of ICM awards, compared with other types of qualifications and levels. Reference is made to levels in the UK National Qualifications Framework and example qualifications at each level. In addition, the final column in the table (FHEQ) shows the 'equivalent' qualifications commonly being developed and delivered in the University sector. For example, these indicate that the ICM Advanced Diploma equates to an intermediate level award (in terms of credit accumulation this ICM qualification equates to a Higher National Diploma). Furthermore, the ICM Graduate Diploma equates to a Bachelors degree level qualification and the ICM Post Graduate Diploma equates to a Masters degree level qualification.

Relative Positioning of ICM Qualifications

National Qualifications Framework (Levels and example vocational qualifications)	Framework for ICM Levels	Framework for Higher Education Qualification Levels (FHEQ)
Level 7 Professional Diploma in Translation	ICM Post Graduate Diploma (Level 7 Diploma)	M (masters) , Masters degrees, Post Graduate certificates and diplomas
Level 6 Diploma in Management	ICM Graduate Diploma (Level 6 Diploma)	H (honours) Bachelors degrees (BSc/BA)
	ICM Advanced Diploma (Level 6 Diploma)	I (intermediate) Diplomas of higher education, foundation degrees, Higher National Diplomas
Level 5 BTEC Higher National Diploma in 3D Design	ICM Diploma (Level 5 Diploma)	C (certificate) Certificates of higher education
Level 4 Certificate in Early Years Practice	ICM Diploma (Level 5 Diploma)	
Level 3 Certificate in Small Animal Care NVQ in Aeronautical Engineering A levels		
Level 2 Diploma for Beauty Specialists NVQ in Agricultural Crop Production GCSEs Grades A*-C		
Level 1 Certificate in Motor Vehicle Studies NVQ in Bakery GCSEs Grades D-G		
Entry – e.g. Entry Level Certificate in Adult Literacy		

6 Student Registration & Course/Level Entry Requirements

6.1 Student Registration

In order to undertake any ICM examination candidates must be Registered ICM Student Members.

Student Membership can be obtained by completing the appropriate Student Registration Application form and returning the form and the Student Registration Fee to the Institute. Details of Student Registration Fees can be found on the ICM website.

The Student Registration fee is valid for one year and can be renewed annually.

Important Note: All students wishing to register for any ICM Advanced Diploma programme or above, MUST complete and attach an Academic History form to their Student Registration form. Copies of all qualifications and Awards obtained by the student must also accompany the Academic History form.

The Academic History form is used to ensure that students are qualified to commence their studies at the Level they have selected.

6.2 Student Registration Fees

Student Registration fees for standard ICM Awards and programmes are based on the country in which you will undertake your examinations. The current fees levels are as follows:

Group 1: If you are based in Europe, and EU Member State, North America, a Gulf State, India, the Middle East, Australasia, Singapore, South Africa, China, Hong Kong or Malaysia your Registration Fee will be £50.00 Pounds Sterling.

Group 2: If you are based in sub-Saharan Africa, Central or South America, Pakistan, Bangladesh, the Caribbean or North Africa your Registration Fee will be £25.00 Pounds Sterling.

Group 3: A special rate exists for students in countries which have (a) emerged from conflict (b) countries in which the general population is subject to great poverty and (c) countries in which the UN acknowledge that the level of economic activity and national per capita income is unacceptably low.

6.3 Course/Level Entry Requirements

ICM professional programmes are structured in 'Levels'. These Levels are designed to provide a structured and progressive level of knowledge.

All students are required to commence their studies at the Diploma Level of all programmes unless they are able to claim subject-for-subject or Level exemptions.

Subject-for-subject exemptions can be applied for if the student has (a) been examined, in the subject, by another recognised Awarding body and (b) has passed the examination/s set by the alternate body.

The Institute operates an 'Open Entry' policy in respect of most of its Diploma Level vocational programmes, subject to appropriate work experience, but prospective students should note that the following qualifications are recommended for those wishing to undertake ICM Diploma Level programmes:

Entry to an ICM Diploma Level Programme (NQF Level 5)

Entry to an ICM Diploma programme requires completion of secondary education or equivalent. For example:

- One GCE A-level plus three GCSEs (or equivalents) or 5 GCSEs
- A suitable BTEC National Award
- Any qualification equivalent to one or more of the above

The minimum age for registration for the majority of programmes is 18. Applicants over the age of 20 who do not hold one of the recommended entry qualifications may also register for some Diploma Level programmes providing they have been in full-time employment for a minimum of two years and can produce a letter from their employer to confirm this.

Entry to an ICM Advanced Diploma Programme (NQF Level 6)

Entry to an ICM Advanced Diploma programme requires completion of the ICM Diploma Level of the selected programme.

Entry to an ICM Graduate Diploma Programme (NQF Level 6)

Entry to an ICM Graduate Diploma requires completion of the ICM Diploma and Advanced Diploma in the selected programme.

Entry to an ICM Post Graduate Diploma Programme (NQF Level 7)

Registration for an ICM Post Graduate Diploma is accepted from those:

- who have completed an ICM Graduate Diploma
- who hold any Level 6 business or management Award
- holders of business and management degree level qualifications

Mature Candidates. Applications from those over the age of 25 who do not meet the standard Entry Requirements will also be considered providing they:

- Are over the age of 25
- Have been in employment for 5 years – a letter of support is required from the applicant's employer; and
- Hold a management or senior supervisory position

7 Examinations and Results

7.1 Examinations

In order to achieve a consistent global standard the Institute sets all examination papers and all candidate scripts are returned to the Institute for marking.

Invigilation of examinations is undertaken either by external Invigilators who are appointed by the Institute or by the British Council. Examinations are held in March, June, September and December and the Examination Timetable can be found on the ICM website.

Candidates must be registered and paid-up Student Members of the Institute at the time they undertake their examinations. Examination papers are securely distributed to ICM Approved Centres and scripts are assessed and moderated in the UK by ICM Appointed Examiners.

Full details of Examination dates can be found on the ICM website.

7.2 Examination Entry Fees and Forms

Examination Entry fees are shown on the appropriate Examination Entry form for the subject/programme you are undertaking. In general, the standard Examination fee is £26.00 Pounds Sterling per subject. There are however some specialist programmes where a higher subject fee may be payable. If you have any queries relating to fees please contact your Teaching Centre.

In order to undertake any ICM Professional or Single Subject examination you must be a Registered and paid-up ICM Student Member.

To enter for an examination you need to complete the relevant Examination Entry form and submit it to the Institute.

7.3 Examination Timetable

ICM examinations take place four times each year, in March, June, September and December. The Timetable for each year states the Closing Date for receipt of entries for each examination Series. Please visit the website to view the ICM examination timetable.

7.4 Examination grades and re-marking

You can request that your examination script is re-marked if you are unhappy with your result.

The fee for this is £35.00 Pounds Sterling per script. The Institute operates a triple marking and moderation system. In the event that the moderator increases the original marks awarded, the fee for re-marking your script will be refunded to you. Should the Grade awarded remain the same, you will be issued with a full Examiner's Report detailing your examination performance. The Institute retains answer scripts for a maximum period of six months. Examination scripts/answer books are not returned to candidates under any circumstances.

7.5 Examination re-sits

Although ICM Examinations are held every twelve weeks it should be noted that it takes an average of twelve weeks to mark the scripts after each Examination Series.

If you sit, for example, for one or more subjects in March you will not receive your results until June. This means that if you were to fail a subject in March, you would not be able to re-sit the subject in June, as you will have missed the Closing Date for the June Series.

Our advice is that you try to split your subject examinations between two consecutive Examination Series e.g. If your programme has four subjects you could take two subjects in one series and two in another series.

On this basis, were you to fail one subject in March you would be able to re-sit it in September, giving you plenty of time for revision.

7.6 Examination Closing Dates

There is a Closing Date for receipt of Examination Entries and candidates entering for examinations must ensure that their completed Examination Entry forms and fees reach the Institute before the Closing Date for each Examination Series. Examination Timetables indicate the closing date for receipt of entries for each sitting and this information also appears on the ICM website. Entries received after the Closing Date are automatically carried forward to the next Examination Series.

7.7 Examination Results

Results are distributed within twelve weeks from receipt of scripts. Candidates are advised not to telephone the Institute for results as this information is confidential and cannot be disclosed over the telephone.

7.8 Examination Grades

Should you wish to re-sit any examination to improve your previous Grade, please note that the latest Grade you obtain will stand.

7.9 Transcript of Academic Results

You may request a transcript of your Academic Results, however please note there is a charge of £15.00 Pounds Sterling for each Award transcript requested.

7.10 Replacement Certificates

Replacement certificates are available on payment of a fee of £20.00 Pounds Sterling per certificate. Please include your Student Registration Number together with your current postal address and indicate which certificate is required.

7.11 Deferrals

There is a fee of £15.00 Pounds Sterling per subject should you wish to defer your examinations to another Series for health or for any other reason. If you are unable to undertake your examinations, it is essential you advise ICM before the appropriate examination date, otherwise the full entry fee of £26.00 Pounds Sterling will be applicable. Please note that you may only defer examinations on one occasion. The full entry fee of £26.00 Pounds Sterling per subject will become due if you defer on more than one occasion.

7.12 Subject Exemptions for Professional Programmes

Students holding relevant recognised qualifications from other professional bodies or recognised Higher Education institutions may apply for Subject Exemptions, on a subject-for-subject basis. It may also be possible, subject to qualifications held, to obtain exemption from a Level within a programme. Documentary evidence is required before any decision can be made in connection with the granting of Subject/Level Exemptions. No exemptions are given for case studies or assignments. Internally awarded school certificates and diplomas **are not accepted for exemption purposes.**

7.13 Single Subject Candidates

Registered ICM students who do not want to complete a full ICM programme may study individual subjects. Single Subject candidates receive a Single Subject Diploma on successful completion of the relevant subject examination. Single Subjects qualify, on a subject-for-subject basis, for subject exemptions from ICM professional programmes.

- Note:**
1. Case Studies, Assignments and Projects, including ALL subjects in any Post Graduate programme, do not qualify for Single Subject Awards.
 2. A student who undertakes, on a Single Subject basis, subjects within a Diploma, Advanced Diploma, Graduate Diploma or Post Graduate ICM programme will not be entitled to a professional Award unless they are exempted from or have completed all lower Levels of that Award.
 3. In order to comply with UKBA requirements, overseas students studying in the UK (excluding those from EU countries) are not permitted to undertake Single Subjects and must undertake a professional programme.

8 Subject advice, educational guidance and student support

You are expected to be independent and to take responsibility for your own academic and personal life. However, your study centre should also provide appropriate help and assistance. Your tutors will direct your studies and ensure that you know what work you need to cover in any given unit. Seek advice from academic staff either during or after class or try to see them during their office hours.

8.1 Study Methods

Teaching Centres are provided with a detailed syllabus and reading list for each subject area. Each Unit Syllabus clearly defines the areas that you will be required to cover for each subject and your examination questions will be based on the areas and topics detailed for

each unit. It is important to ensure that you obtain a copy of each unit syllabus from your Teaching Centre. Alternatively, this information can be obtained online at www.icm.education, in the 'Single Subject' section.

Each Unit Syllabus is normally linked to one main textbook and the examiners base their questions on the contents of the nominated core text.

The Unit Syllabuses also give details of 'Alternative Texts' and texts recommended for further reading. It is advised that you should refer to the 'Alternative Texts' in order to develop your skills and broaden your knowledge of the subject area.

8.2 Payment Methods

For our accepted methods of payment, please refer to the ICM website: www.icm.education

8.3 Choosing your course of study

As an ICM Student Member you can work towards obtaining either a recognised Professional qualification or study for one or more of the 200 Single Subject Awards from the list of subjects offered by the Institute. The choice is yours.

8.4 ICM Approved Centres

Tuition leading to the Institute's examinations can only be provided by Institutions which have been granted ICM 'Approved Centre' status. Please note that some ICM Teaching Centres specialise in particular subject areas and not all ICM Centres will necessarily offer tuition for every ICM course programme. Visit the website to find an ICM Approved Centre near you.

9 Textbooks

The recommended textbooks for each subject are shown on each subject syllabus. Examiners base their questions on the contents of the recommended texts and it is therefore important for you to ensure that you have access to the appropriate texts. You can obtain the full list of books available to purchase from ICM and/or place orders by either contacting your Centre or complete the Book Order Form and send it to ICM's Book Sales Manager at: info@icm.education .

10 Students with specific learning difficulties

If you are diagnosed with a specific learning difficulty you may be granted special arrangements for your examination/s. We will require a copy of an Assessment Report issued within the last three years. The amount of additional time and any other arrangements will be determined on the basis of the Report relating to your circumstances. It is possible that you may be granted permission to use a computer or laptop without internet connection in your examinations.

11 Copies of past examination papers and other forms of assessment

The ICM website, www.icm.education, provides a database of recent examination papers, assignments and Case Studies. These can be found in the Student Resources section of the website.

12 Unit Information

Covering all the major business management areas and topics, the ICM programmes have, over the past thirty years, achieved international recognition and are currently undertaken by students in many countries around the world.

In addition to providing a comprehensive knowledge of each of the major business functions, the structure of the courses ensure that students have the widest possible range of career, employment and higher education options open to them on successful completion of their studies.

12.1 Programme Objectives

To provide prospective hospitality and management students with a body of knowledge which will:

- increase their employment opportunities
- prepare them for supervisory and management careers in related industry and commerce and
- provide them with a qualification which will enable them to progress to higher level general management or specialised programmes at a later stage in their work or academic careers

The ICM Hospitality Management programme is also suitable for working supervisors and managers who require recognised management qualifications for career advancement or promotion purposes.

12.2 Recommended Course Duration

To help calculate the duration of the programme, please refer to the section entitled 'Student Work Load' in section 4.2 of this handbook.

It is expected that a student will need at least 18 months to 2 years of full-time study at an ICM Approved Centre to complete the full Advanced Diploma programme and a further 6-9 months to complete the Graduate Diploma.

Examination Grades

Grade A – Distinction	70% and above
Grade B – Credit	60% to 69%
Grade C – Pass	50% to 59%
Grade D – Pass	40% to 49%
Grade F – Fail	39% and under

12.3 Continuing Education

The ICM programme will serve as an excellent route for students who ultimately seek full professional status and will provide first class underpinning knowledge for the mainstream UK degrees in the relevant areas. Holders of an ICM Diploma may enter the ICM Advanced Diploma programme and completion of this could enable entry to the final year of appropriate Honours degree programmes (see Section 3 for more details).

13 Course Structure

The Diploma in Hospitality Management – Part 1

1. Food & Beverage Management
2. Front Office Operations & Administration
3. Fundamentals of the Hotel & Catering Industry
4. Housekeeping & Accommodation Studies
5. Restaurant Services

A Certificate in Hotel & Catering Supervision is awarded on completion of all Part 1 subjects

The Diploma in Hospitality Management – Part 2

6. Accounting, Purchasing & Cost Control
7. Hospitality Management
8. Hotel & Catering Law
9. Marketing for Hospitality & Tourism
10. The Human Resource in Hospitality

The Diploma in Hospitality Management is awarded on completion of all Part 1 & Part 2 subjects

The Advanced Diploma in Hospitality Management

11. Customer Service
12. Economics & Hospitality
13. Environmental Management in the Hospitality Industry
14. Organisational Behaviour & Hospitality Management
15. Strategic Management in Hospitality

The Advanced Diploma in Hospitality Management is awarded on completion of all 15 subjects

13.1 Unit Syllabuses

Detailed syllabuses for this programme are contained in the following sections.

13.1.1 Food & Beverage Management Syllabus

Unit Title	Food & Beverage Management
Unit Code	FBM-1306
Level	4 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
This unit aims to provide an understanding of the complexities of managing food and beverage outlets. The unit examines a wide range of subject areas within the operation of food and beverage management and relates these to relevant sectors in the hospitality industry. Developing trends and increasing demands from the general public are studied, using examples from the hospitality industry.	
Main Topics of Study:	
Introduction to Food and Beverage Management	
<ul style="list-style-type: none">▶ Standard industrial classification▶ Sectors of food and beverage outlets▶ Cost and marketing orientation▶ The food and beverage function▶ The food and beverage function in context▶ Food and beverage management▶ Responsibilities of food and beverage management▶ Constraints to food and beverage management	
Food and Beverage Outlets	
<ul style="list-style-type: none">▶ Commercial sector▶ Subsidised or welfare sector	
The Meal Experience	
<ul style="list-style-type: none">▶ Food and drink▶ Variety in menu choice▶ Level of service▶ Price and value for money▶ Interior design▶ Atmosphere and mood▶ Expectation and identification▶ Location and accessibility▶ food and beverage service employees▶ Trends in eating out	
Food Menus and Beverage Lists	
<ul style="list-style-type: none">▶ Basic menu criteria▶ Types of food menu▶ The contents of food menus▶ Beverage menus / lists	

- ▶ Menu merchandising

An Overall View of Food and Beverage Control

- ▶ The objectives of food and beverage control
- ▶ Special problems of food and beverage control
- ▶ The fundamentals of control
- ▶ The reality of control

Financial Aspects

- ▶ Types of budget
- ▶ Basic stages in the preparation of budgets
- ▶ Welfare operations
- ▶ Costs, profits and sales
- ▶ Break-even analysis
- ▶ Pricing considerations
- ▶ Menu pricing

Purchasing

- ▶ The main duties of the purchasing manager
- ▶ The purchasing procedure
- ▶ The selection of a supplier
- ▶ Aids to purchasing
- ▶ The purchasing of foods
- ▶ Purchasing specifications for food
- ▶ The purchasing of beverages
- ▶ Purchase specifications for beverages

Receiving, Sorting and Issuing

- ▶ Receiving of food
- ▶ Sorting and issuing of food
- ▶ Stocktaking of food
- ▶ Receiving of beverages
- ▶ Sorting and issuing of beverages
- ▶ Stocktaking of beverages

Food and Beverage Production

- ▶ Planning of food service facilities
- ▶ Food and beverage production methods

Food and Beverage Service Methods

- ▶ Food service methods
- ▶ Classification of food service methods
- ▶ A development of the classification of catering operations
- ▶ Beverage service methods
- ▶ Classification

Food and Beverage Production Control

- ▶ Food production control
- ▶ Beverage production control

Food Controlling

- ▶ The essentials of a control system
- ▶ Calculation of food cost

- ▶ Methods of food control
- ▶ Food control checklist

Beverage Controlling

- ▶ Calculation of beverage cost
- ▶ Methods of beverage control
- ▶ Control checklist

Revenue Control – Control Systems – Operating Ratios

- ▶ Manual systems
- ▶ Machine systems
- ▶ Operating yardsticks used in controlling

Food and Beverage Management in Fast Food and Popular Catering

- ▶ Basic policies – financial, marketing and catering
- ▶ Control and performance measurement

Food and Beverage Management in Hotels and Quality Restaurants

- ▶ Basic policies – financial, marketing and catering
- ▶ Control and performance measurement

Food and Beverage Management in Function Catering

- ▶ Basic policies – financial, marketing and catering
- ▶ Control and performance measurement

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

- | | |
|----|--|
| 1. | Demonstrate an understanding of the complexities of managing food and beverage outlets. |
| 2. | Outline the function and responsibilities of food and beverage management. |
| 3. | Summarise the duties of the purchasing manager in relation to the purchasing procedure. |
| 4. | Specify the purpose and objectives of food and beverage control. |
| 5. | Compare the principles of food and beverage management across a range of catering systems. |

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%

Indicative Reading for this Unit:

Main Text

Food and Beverage Management, B. Davis & S. Stone, Heinemann

Alternative Texts and Further Reading

Practical Professional Catering, H.L. Cracknell, R.J. Kaufmann & G. Nobis, Macmillan

Food & Beverage Supervision, D. Lillicrap & J. Cousins, Hodder & Stoughton

Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

13.1.2 Front Office Operations & Administration Syllabus

Unit Title	Front Office Operations & Administration
Unit Code	FOOA-1306
Level	4 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide an understanding of the importance of the front office to hotels, including an overview of room bookings, guest management, and control procedures. The unit examines the different records that are administered by the front office, as well as appraising financial and security issues. A study is made of the social skills that front office personnel are expected to demonstrate.</p>	
Main Topics of Study:	
<p>Advanced Bookings</p> <ul style="list-style-type: none"> ▶ Enquiries ▶ Reservation forms ▶ The black list ▶ Offering alternatives ▶ The bookings diary ▶ Room availability records ▶ Computerised reservations <p>Check-In and Related Issues</p> <ul style="list-style-type: none"> ▶ Arrival and registration ▶ Guest in residence ▶ Departures <p>Guest Accounting</p> <ul style="list-style-type: none"> ▶ Guest accounting ▶ Methods of payment <p>Security</p> <ul style="list-style-type: none"> ▶ Protecting the guest ▶ Protecting the hotel <p>Hospitality</p> <ul style="list-style-type: none"> ▶ Guest needs ▶ Service ▶ Roles ▶ Communication <p>Social Skills</p> <ul style="list-style-type: none"> ▶ Behaviour ▶ Transactional analysis ▶ Role playing <p>Sales</p> <ul style="list-style-type: none"> ▶ Increasing occupancies 	

- ▶ Increasing average room rates

Marketing Aspects

- ▶ Reaching the customer – advertising
- ▶ Reaching the customer – intermediate agencies
- ▶ Selling to intermediaries

Tariffs

- ▶ Cost-based pricing
- ▶ Market-based pricing
- ▶ Inclusive/non-inclusive rates

Yield Management, Groups etc

- ▶ Yield management
- ▶ Groups
- ▶ Conferences
- ▶ Timeshares

Control

- ▶ Verification
- ▶ Night Audit
- ▶ Computerised control systems
- ▶ Occupancy and revenue reports
- ▶ Forecasts
- ▶ Other statistics
- ▶ Assigning guest satisfaction

Staffing and Equipment

- ▶ Staffing
- ▶ Computers

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

1.	Understand the importance of the front office in the hotel industry.
2.	Demonstrate an understanding of the procedures and processes involved in dealing with advance bookings.
3.	Explain how the marketing function of the front office may be achieved.
4.	Outline suitable procedures for front office personnel to increase sales.
5.	Describe how room occupancy may be managed and controlled.

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

This unit will utilise a variety of learning activities. Lectures will be delivered on the key underpinning knowledge and will be supported by class discussions, using a more interactive approach to the lecture material. These class discussions will allow the opportunity for learners to form study groups that actively engage with the key issues of this unit.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%

Indicative Reading for this Unit:	
Main Text Front Office: Procedures, Social Skills & Management, P. Abbott & S. Lewry, Butterworth Heinemann	
Alternative Texts and Further Reading Hotel Front Office, B. Braham, Stanley Thornes	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.3 Fundamentals of the Hotel & Catering Industry Syllabus

Unit Title	Fundamentals of the Hotel & Catering Industry
Unit Code	FHCI-0605
Level	4 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide a foundation understanding of the industry including an overview of all the functional areas, stakeholder interests, basic concepts of finance, and marketing as well as discussing types and roles of hotels that make up the industry. It examines the hotel as a business providing commercial hospitality and focuses on markets, money and people. It uses examples from hotel operations throughout the world embracing a comprehensive profile of the hotel business. Data, quotes and extracts from a wide range of authoritative industry sources are used and there is a focus on markets, money and people throughout.</p>	
Main Topics of Study:	
<p>Staying Away from Home</p> <ul style="list-style-type: none"> ▶ The importance of hotels ▶ Travel and hotels ▶ Two centuries of hotel-keeping ▶ Hotels in the total accommodation market ▶ Hotel location ▶ Types of hotels <p>Hotel Products and Markets</p> <ul style="list-style-type: none"> ▶ The hotel as a total market concept ▶ Hotel facilities and services as products ▶ Hotel accommodation markets ▶ Hotel catering markets ▶ Hotel demand generating sources ▶ Hotel market areas ▶ Hotel market segmentation ▶ Buying and paying for hotel services ▶ Hotel marketing orientation <p>Hotel Policies, Philosophies and Strategies</p> <ul style="list-style-type: none"> ▶ Objectives and policies ▶ General and sectional policies ▶ Policy formulation, communication and review ▶ Hotel philosophies ▶ Hotel plans and strategies ▶ The framework of hotel management <p>Rooms and Beds</p> <ul style="list-style-type: none"> ▶ Room sales 	

- ▶ Guest accounts
- ▶ Mail and other guest services
- ▶ Uniformed services
- ▶ Hotel housekeeping
- ▶ Organisation and staffing
- ▶ Accounting and control

Food and Drink

- ▶ The food cycle
- ▶ The beverage cycle
- ▶ Hotel restaurants
- ▶ Hotel bars
- ▶ Room service
- ▶ Functions
- ▶ Food and beverage support services
- ▶ Organisation and staffing
- ▶ Accounting and control

Miscellaneous Guest Services

- ▶ Guest telephones
- ▶ Guest laundry
- ▶ Rentals and concessions – other income
- ▶ Accounting and control

Hotel Organisation

- ▶ Rooms
- ▶ Food and beverages
- ▶ Miscellaneous guest services
- ▶ Hotel support services
- ▶ The management structure
- ▶ Organisational structure of a large hotel
- ▶ Accounting and control

Hotel Staffing

- ▶ Determinants of hotel staffing
- ▶ Numbers and payroll
- ▶ Hotel products and staffing
- ▶ Organisation of the personnel function
- ▶ Organisation of training
- ▶ Functions of the training division

Productivity in Hotels

- ▶ Measures of labour productivity
- ▶ Physical measures
- ▶ Financial measures – sales and payroll
- ▶ Physical/financial measures – sales per employee
- ▶ Productivity measures – value added approach
- ▶ Some ways to higher productivity
- ▶ Productivity standards
- ▶ Computers in hotels

Marketing

- ▶ From product to sales to marketing
- ▶ The marketing concept
- ▶ Special features of hotel marketing
- ▶ The marketing cycle
- ▶ Marketing resources
- ▶ Hotels in the total tourist product

Property Ownership and Management

- ▶ Property ownership
- ▶ Property operation and maintenance energy

Finance and Accounts

- ▶ The hotel balance sheet
- ▶ Balance sheet ratios and analysis
- ▶ The hotel profit and loss statement
- ▶ Profit and loss ratios and analysis
- ▶ Hotel operating profit
- ▶ Balance sheet and profit and loss relationships
- ▶ Liquidity ratios

The Small Hotel

- ▶ Products and markets
- ▶ Ownership and finance
- ▶ Organisation and staffing
- ▶ Accounting and control
- ▶ The future of the small hotel

Hotel Groups

- ▶ Advantages of groups
- ▶ Problems of groups
- ▶ Scope for centralisation
- ▶ A concentrated hotel group
- ▶ A dispersed hotel group

International Hotel Operations

- ▶ Products
- ▶ Markets
- ▶ Cost and profit ratios
- ▶ Ownership and finance
- ▶ Organisation and general approach

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

1.	Understand the importance of hotels to economies and society.
2.	Evaluate principal products in the supply of hotel guest services.
3.	Outline the elements of the human resource function in hotels.
4.	Demonstrate an understanding of the marketing function in the hotel and catering industry.
5.	Appraise the financial characteristics of the hotel and catering industry.

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text The Business of Hotels, 3rd edition, S. Medlik & H. Ingram, Butterworth-Heinemann	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.4 Housekeeping & Accommodation Studies Syllabus

Unit Title	Housekeeping & Accommodation Studies
Unit Code	HAS-1306
Level	4 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide an understanding of the housekeeper's role in the provision and supply of accommodation and cleaning services, as well as evaluating types and materials used throughout the hospitality industry. The unit examines the range of duties and responsibilities that fall within the scope of a housekeeper.</p>	
Main Topics of Study:	
<p>Housekeeping</p> <ul style="list-style-type: none"> ▶ The housekeeper and the organisation of the department ▶ Routine methods of work ▶ The staffing of the department ▶ Contracts ▶ Security, safety and first aid ▶ The housekeeper and the management of the department ▶ Budgeting and buying <p>Cleaning</p> <ul style="list-style-type: none"> ▶ Cleaning equipment and agents ▶ The linen room ▶ Laundry, dry cleaning and stain removal ▶ Pests and waste disposal <p>Room Interiors</p> <ul style="list-style-type: none"> ▶ Ceramics, glass, metals, plastics and sanitary fittings ▶ Floorings or floor finishes ▶ Carpets ▶ Wall coverings ▶ Fabrics ▶ Soft furnishings ▶ Beds and bedding ▶ Furniture ▶ Interior decoration – lighting, heating, ventilation and flowers ▶ Planning trends 	

Learning Outcomes for the Unit:	
At the end of this Unit, students will be able to:	
1.	Understand the importance of the housekeeper's role in the hotel and catering industry.
2.	Outline the elements of the housekeeping function in hotels and accommodation establishments.
3.	Differentiate between the roles and duties of different personnel that support the housekeeping function.
4.	Evaluate different types of product used in the cleaning process.
5.	Demonstrate an understanding of the qualities of materials used in room interiors.
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text	
Hotel, Hostel & Hospital Housekeeping, Joan C. Branson & Margaret Lennox, Hodder & Stoughton	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.5 Restaurant Services Syllabus

Unit Title	Restaurant Services
Unit Code	RS-1306
Level	4 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide an understanding of the food service sector of the hospitality industry, including an overview of personnel, meals and menus, beverages and control. The unit examines the range of dishes and accompaniments that may be included on the menu, as well as different styles of food service.</p>	
Main Topics of Study:	
<p>Staff and Workplace</p> <ul style="list-style-type: none"> ▶ Restaurant service in catering context ▶ Waiting staff and kitchen support ▶ Conduct and appearance ▶ Restaurant and equipment ▶ Ancillary sections and services ▶ Preparing the restaurant <p>Meals and Menus</p> <ul style="list-style-type: none"> ▶ Menu trends and composition ▶ Function menu making ▶ Food and menu terms ▶ Cookery as product knowledge <p>Main Meal Service</p> <ul style="list-style-type: none"> ▶ Preparing for service ▶ Guest reception and orders ▶ Forms of service ▶ Procedures and techniques ▶ Serving courses and dishes <p>Control, Functions and Other Services</p> <ul style="list-style-type: none"> ▶ Checking, control and the bill ▶ Functions and outside catering ▶ Breakfast, lounge and floor service <p>Liquor and Tobacco</p> <ul style="list-style-type: none"> ▶ Table wine and wine lists ▶ Equipment and handling ▶ Serving and selling ▶ Drinks, licensing and tobacco 	

Learning Outcomes for the Unit:	
At the end of this Unit, students will be able to:	
1.	Understand the importance of restaurant service in the hospitality industry.
2.	Differentiate between the roles and duties of the range of personnel that participate in the service of food and beverages.
3.	Identify the characteristics of different types of menu.
4.	Outline suitable control procedures for food, beverages, linen and customer bills.
5.	Demonstrate an understanding of different styles of food service.
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text Food & Beverage Service, D. Lillicrap & J. Cousins, Hodder & Stoughton	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.6 Accounting, Purchasing & Cost Control Syllabus

3 pt	Accounting, Purchasing & Cost Control
Unit Code	APCC-1306
Level	5 Diploma
Credits	20
Unit Leader	JWC
Pre-requisites	
Main Aim(s) of the Unit:	
This unit introduces the fundamentals of financial and management accounting theory and practice as relevant to the hospitality industry.	
Main Topics of Study:	
<p>Financial Position</p> <ul style="list-style-type: none"> ▶ Exchange and value ▶ Capital ▶ Financial position ▶ Separate entity ▶ Assets and liabilities ▶ The balance sheet ▶ Types of assets and liabilities <p>Types of Financial Transaction</p> <ul style="list-style-type: none"> ▶ Transactions and the balance sheet ▶ The duality of transactions and the money measurement concept ▶ Profit defined ▶ Types of expenditure: the capital/revenue distinction ▶ Generic types of transaction <p>Recording, Processing and Correcting Financial Transactions</p> <ul style="list-style-type: none"> ▶ The double-entry system ▶ Periodic balancing of the books ▶ The trial balance ▶ Types of error ▶ The correction of errors <p>Preparing the Final Accounts</p> <ul style="list-style-type: none"> ▶ Calculating profitability ▶ The trading and profit and loss account ▶ The accruals concept ▶ The balance sheet <p>Accounting for Fixed Assets</p> <ul style="list-style-type: none"> ▶ Definition of fixed assets ▶ Depreciation of fixed assets ▶ Depreciation and the accruals concept ▶ Methods of depreciation 	

- ▶ Recording, processing and reporting depreciation in the accounts
- ▶ Accounting for the acquisition and disposal of fixed assets
- ▶ The consistency concept
- ▶ Intangible fixed assets

Accounting for Stocks

- ▶ Types of stock
- ▶ Stock valuation and profitability
- ▶ Control and verification of purchasing and receiving
- ▶ Stock control systems
- ▶ Stock valuation when input prices are changing

Accounting for Credit Transactions

- ▶ Cash and credit transactions
- ▶ Debtors and creditors
- ▶ Reconciliation of statements and ledger accounts
- ▶ Credit control
- ▶ Provision for bad debts
- ▶ Accounting, purchasing and cost control

Accounting for Cash

- ▶ The importance of cash management
- ▶ The cash book
- ▶ Bank reconciliations
- ▶ Till and takings management
- ▶ Credit cards
- ▶ The petty cash system
- ▶ Foreign currency exchange
- ▶ Ticket systems for cash sales
- ▶ Introduction to cash flow statement
- ▶ Cash and the accruals concept

Accounting for Employees

- ▶ The significance of employee costs in HTL businesses
- ▶ Remuneration methods
- ▶ The payroll system
- ▶ Accounting for employment costs
- ▶ Reporting employee costs

Accounting for VAT

- ▶ The principles of VAT
- ▶ Rates and scope of VAT
- ▶ Calculating VAT liability
- ▶ Completing a VAT return and paying VAT
- ▶ Accounting for VAT
- ▶ The mechanics of VAT for tour operators and travel agents

Accounting for Recreation and Leisure Clubs

- ▶ Types of recreation and leisure clubs
- ▶ The distinction between clubs and commercial organisations
- ▶ Sourcing of income for recreation and leisure clubs

- ▶ Measuring and reporting income and expenditure
- ▶ Preparation of final accounts and notes

Accounting for Multiple Ownership

- ▶ The partnership agreement
- ▶ The appropriation of profit
- ▶ Changes to the partnership
- ▶ Partnership dissolution and conversion
- ▶ Distinctive features of limited companies
- ▶ The final accounts of limited companies
- ▶ Corporate capital structure

Costing a Product or Service

- ▶ Expenses and costs
- ▶ Cost control and organisational structure
- ▶ The three main components of cost
- ▶ Calculating the direct material cost
- ▶ Calculating the direct labour cost
- ▶ Allocation and apportionment of overhead costs
- ▶ Calculating the total cost of a product in a multiproduct, multi departmental business

Pricing a Product or Service

- ▶ Pricing based on cost data
- ▶ Pricing decisions based on market conditions
- ▶ Pricing to optimise profit using cost and market information
- ▶ Pricing strategies in special situations

Accounting for Contribution

- ▶ The behaviour of cost and revenue against output
- ▶ Break-even analysis
- ▶ Contribution theory
- ▶ The contribution and sales ratio
- ▶ Evaluating business alternatives
- ▶ Contribution theory and product-mix decisions
- ▶ Profit maximisation where resources are limited
- ▶ Make-or-buy decisions

Planning and Budgeting

- ▶ Strategic planning
- ▶ The annual planning cycle
- ▶ Preparing individual budgets
- ▶ Cash budgets
- ▶ Master budgets
- ▶ Behavioural aspects of planning and budgeting

Standard Costing and Flexible Budgeting

- ▶ Monitoring performance against plans and budgets
- ▶ Responsibility for variances
- ▶ Flexible budgets
- ▶ A standard costing system
- ▶ Calculation of individual variances

- ▶ The profit reconciliation system
- ▶ The variance analysis report

Accounting for Capital Investment Decisions

- ▶ The long-term objectives of a business
- ▶ Capital investment
- ▶ Collecting data for project evaluation
- ▶ Evaluating capital investment projects
- ▶ Pros and cons of the four methods
- ▶ Qualitative factors in capital investment decisions

Interpretation and Assessment of Financial Information

- ▶ Ratios and comparative analysis
- ▶ Gross and net profit margins
- ▶ Primary performance ratios
- ▶ Return On Capital Employed (ROCE)
- ▶ Liquidity ratios
- ▶ Working capital efficiency ratios
- ▶ Efficiency ratios for the hotel industry
- ▶ Capital structure and the risk-return relationship
- ▶ Cost-volume-profit ratios
- ▶ Value-added ratios
- ▶ Other value-added ratios
- ▶ Weaknesses of ratio analysis

Spreadsheet Applications in Accounting

- ▶ The value of spreadsheets
- ▶ Common commands and functions
- ▶ Preparing the final accounts of a theatre
- ▶ Preparing a product cost structure
- ▶ Pricing rooms using the Hubbart formula
- ▶ Graphing the revenue and cost functions of a travel agency
- ▶ Graphing a break-even chart
- ▶ Preparing a cash budget
- ▶ Examining alternative purchase options
- ▶ Comparing two hotels in two different market sectors

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

1.	Understand key concepts and techniques as regards recording and analysing a range of financial and cost data/information.
2.	Prepare statements reporting financial and management accounting performance and position of business entities.
3.	Produce solutions to management accounting problems, using a range of management accounting techniques.
4.	Demonstrate an awareness of the context of financial and management accounting within the hospitality industry.

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text Accounting for Hospitality, Tourism & Leisure, 2nd edition, Gareth Owen, Prentice Hall	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.7 Hospitality Management Syllabus

Unit Title	Hospitality Management
Unit Code	HM-1306
Level	5 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide a comprehensive introduction to hospitality for programmes related to tourism and business studies. It provides students with a solid grounding in the industry, drawing together the main elements of hotel and catering in one unit and also featuring neglected areas such as brewing, contract catering, time share, caravanning and camping. It introduces real life case studies and uses a student-friendly text which encourages active learning.</p>	
Main Topics of Study:	
<p>The Hospitality Industry – Travel and Tourism</p> <ul style="list-style-type: none"> ▶ The travel industry ▶ The tourism industry <p>Profile of the Accommodation and Leisure Industry</p> <ul style="list-style-type: none"> ▶ Accommodation – hotels in UK, Europe and USA ▶ Industrial supply in UK and Europe ▶ Historical perspective – UK ▶ Economic issues ▶ Organisations ▶ Accommodation – timeshare ▶ Accommodation – caravan and camping ▶ Other activities within the hospitality and leisure industry <p>Hotel Management – Dimensions and Structure</p> <ul style="list-style-type: none"> ▶ Strategic management ▶ Feasibility studies <p>Aspects of Management</p> <ul style="list-style-type: none"> ▶ Commissioning the property ▶ Procurement ▶ Sources of revenue and operating costs ▶ Market segments <p>Accommodation Operations</p> <ul style="list-style-type: none"> ▶ Marketing ▶ Rooms division ▶ Rooms ▶ Housekeeping ▶ Planning and organising the housekeeping department ▶ Human resource management ▶ Financial control 	

- ▶ Leisure facilities

Legislation

- ▶ Food safety legislation
- ▶ Liquor licensing legislation
- ▶ Health and safety at work
- ▶ Planning legislation

Restaurant and Fast-Food Industry

- ▶ Catering market
- ▶ The catering market by sector
- ▶ Market sectors
- ▶ Major operators
- ▶ Food and beverage management

Contract Catering Industry

- ▶ Background and history
- ▶ The primary markets
- ▶ Industry supply
- ▶ The three major companies

Brewing Industry

- ▶ Background to the industry
- ▶ Major operators

Trends

- ▶ The environment
- ▶ Environment initiatives
- ▶ Environment issues – the hospitality industry
- ▶ Computer reservations systems
- ▶ Quality assurance
- ▶ Total quality management

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

1.	Demonstrate an understanding of the historical role of hospitality as well as the future of the industry.
2.	Exhibit knowledge concerning the various types of hospitality facilities, as well as the managerial segments of each type of facility.
3.	Understand how different types of hospitality facilities appeal to specific market segments.
4.	Evaluate current trends in the hospitality industry.
5.	Demonstrate a knowledge of the role of human resources and cultural diversity in hospitality.

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:		Weighting:
Examination: 3 hours duration		100%
Indicative Reading for this Unit:		
Main Text Hospitality Management: An Introduction, T. Knowles, Pitman Publishing		
Alternative Texts and Further Reading International Hospitality Industry, Peter Jones, Pitman Publishing Hospitality Management and Organisational Behaviour, Laurie Mullins, Pitman Publishing		
Guideline for Teaching and Learning Time (10 hrs per credit):		
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.	
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.	
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.	

13.1.8 Hotel & Catering Law Syllabus

Unit Title	Hotel & Catering Law
Unit Code	HCL-1306
Level	5 Diploma
Credits	20
Unit Leader	CD
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide an understanding of English law that affects the caterer, hotelier and restaurateur in the exercise of their professions. The unit draws on practical examples of how the law affects the working lives of those within the hospitality industry through the use of appropriate case studies.</p>	
Main Topics of Study:	
<p>Law and the Legal System</p> <ul style="list-style-type: none"> ▶ Legislation ▶ The common law ▶ Going to law <p>The Catering Enterprise</p> <ul style="list-style-type: none"> ▶ Choosing the form of business enterprise ▶ The proprietor or sole trader ▶ Partnership ▶ Companies <p>Hotel and Catering Premises</p> <ul style="list-style-type: none"> ▶ Acquisition of premises ▶ The hotelier's liability as an occupier of premises ▶ Public health and hygiene ▶ Fire safety ▶ Lost property found on the premises ▶ Staff accommodation ▶ Security <p>The Hotelier and the Guest</p> <ul style="list-style-type: none"> ▶ The contract of booking ▶ Consumer protection and booking contracts ▶ The registration of guests ▶ Inns ▶ Duties of the innkeeper ▶ The innkeeper's duty towards the property of guests ▶ The enforcement of the innkeeper's duties ▶ The innkeeper's liability as an occupier of premises ▶ The rights of an innkeeper ▶ The rights and duties of a hotel ▶ Non-payment by guests and travellers 	

The Restaurateur and the Customer

- ▶ Contracts for the sale of food and drink
- ▶ Criminal liability for the sale of food and drink
- ▶ Refusing service to the customer
- ▶ Theft by customers

Commercial Contracts and the Caterer

- ▶ Standard form contracts
- ▶ The terms of a commercial contract

Licensing Law

- ▶ Liquor licensing
- ▶ Restaurants, hotels and clubs
- ▶ Permitted hours
- ▶ The conduct of licensed premises
- ▶ Weights and measures
- ▶ Miscellaneous licences
- ▶ Liability of intoxicated customers

Individual Rights and Duties in Relation to the Contract of Employment

- ▶ The contract of employment
- ▶ The terms of the contract of employment
- ▶ Remuneration
- ▶ The rights of employees during employment
- ▶ Dismissal
- ▶ Redundancy

Safety and Working Conditions

- ▶ Civil aspects of health and safety at work
- ▶ The Health and Safety at Work Act 1974
- ▶ Accidental dangerous occurrences
- ▶ People at special risk
- ▶ Insurance against injuries

The Employer, the Employee and the Trade Union

- ▶ Trade unions
- ▶ The employee's rights as a trade unionist
- ▶ The closed shop
- ▶ Trade union ballots

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

1.	Demonstrate an understanding of the principles of law as it relates to the hospitality industry.
2.	Analyse factors that influence the form a hospitality business will take.
3.	Outline the elements to consider when making a contract of booking with a guest.
4.	Compare the rights and duties of an innkeeper with those of a hotelier.
5.	Explain the rights and duties towards employees in respect of employment, health and safety, discrimination, and dismissal.

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
This unit will utilise a variety of learning activities. Lectures will be delivered on the key underpinning knowledge and will be supported by class discussions, using a more interactive approach to the lecture material. These class discussions will allow the opportunity for learners to form study groups that actively engage with the key issues of this unit.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text Principles of Hospitality Law, M. Boella & A. Pannett, Continuum	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.9 Marketing for Hospitality & Tourism Syllabus

Unit Title	Marketing for Hospitality & Tourism
Unit Code	MHT-1306
Level	5 Diploma
Credits	20
Unit Leader	AM
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit will provide students with an underlying understanding of marketing theory and its application within catering.</p> <p>The unit aims to enable students to appreciate the pivotal role marketing plays within any organisation, but in particular hospitality and tourism and provide an understanding of the principles and practise of marketing as part of the business approach to hospitality and tourism.</p>	
Main Topics of Study:	
<p>Introduction</p> <p>Marketing for Hospitality and Tourism</p> <ul style="list-style-type: none"> ▶ Customer orientation ▶ What is hospitality and tourism marketing? ▶ Marketing in the hospitality industry ▶ Undesirable customers ▶ Marketing management ▶ Marketing management philosophies ▶ Marketing's future ▶ The Internet changes how we market hospitality products ▶ Great leaders <p>Service Characteristics of Hospitality and Tourism Marketing</p> <ul style="list-style-type: none"> ▶ The service culture ▶ Characteristics of service marketing ▶ Management strategies for service businesses ▶ Ritz-Carlton: taking care of those who take care of customers ▶ Overview of service characteristics: the servuction model <p>The Role of Marketing in Strategic Planning</p> <ul style="list-style-type: none"> ▶ Nature of high-performance businesses ▶ Corporate strategic planning ▶ A strategic look at Starbucks coffee ▶ Business strategy planning ▶ Unique challenges of the hotel industry <p>The Marketing Environment</p> <ul style="list-style-type: none"> ▶ The company's micro environment ▶ The company's macro environment ▶ Managing in uncertain times ▶ Popcorn's cultural trends 	

- ▶ Linked environmental factors
- ▶ Responding to the marketing environment

Marketing Information Systems and Marketing Research

- ▶ The marketing information system
- ▶ A 'questionable' questionnaire
- ▶ Research problem areas
- ▶ The Internet: a great source of marketing information
- ▶ Marketing research in small business
- ▶ Marketing research in smaller organisations

Consumer Markets and Consumer Buying Behaviour

- ▶ A model of consumer behaviour
- ▶ Personal characteristics affecting consumer behaviour
- ▶ Senior consumers
- ▶ The San Diego Padres baseball club
- ▶ The buyer decision process
- ▶ Unique aspects of hospitality and travel consumers

Organisational Behaviour of Group Market

- ▶ The organisational buying process
- ▶ Participants in the organisational buying process
- ▶ Major influences on organisational buyers
- ▶ Organisational buying decisions
- ▶ Group business markets
- ▶ Dealing with meeting planners
- ▶ The corporate account and corporate travel manager

Market Segmentation, Targeting and Positioning

- ▶ Markets
- ▶ Market segmentation
- ▶ Jollibee: a regional fast food chain
- ▶ Targeting families by targeting kids
- ▶ Market targeting
- ▶ 'Elite-napping' the business traveller
- ▶ Market positioning
- ▶ Airline positioning: southwest airlines

Designing and Managing Products

- ▶ What is a product?
- ▶ Product levels
- ▶ Augmented product
- ▶ Brand decisions
- ▶ New product development
- ▶ The national food laboratory helps restaurants develop new products and improve existing products
- ▶ Restaurants and hotels develop new product ideas
- ▶ Product development through acquisition
- ▶ Product life cycle strategies

Internal Marketing

- ▶ Internal marketing
- ▶ When employee communications go against customer expectations
- ▶ The internal marketing process
- ▶ Non-routine transactions

Building Customer Loyalty through Quality

- ▶ Defining customer value and satisfaction
- ▶ Tracking customer satisfaction
- ▶ Relationship marketing
- ▶ Retaining customers
- ▶ The link between marketing and quality
- ▶ What is quality?
- ▶ Benefits of service quality
- ▶ Developing a service quality program
- ▶ The five-gap model of service quality
- ▶ Forecasting market demand

Pricing Products: Pricing Considerations, Approaches and Strategy

- ▶ Price
- ▶ Factors to consider when setting prices
- ▶ Aspen skiing company knows out-of-state visitors are less price sensitive
- ▶ General pricing approaches
- ▶ Pricing strategies
- ▶ Segmented pricing: the right product to the right customer at the right time for the right price
- ▶ Price fixing
- ▶ Other pricing considerations
- ▶ Price changes
- ▶ The Internet makes it easy for customers to find price information

Distribution Channels

- ▶ Nature and importance of distribution systems
- ▶ Nature of distribution channels
- ▶ Marketing intermediaries
- ▶ Top ten ideas for working with travel agents
- ▶ Channel behaviour and the organisation
- ▶ The Hilton model
- ▶ Restaurant franchising
- ▶ Selecting channel members
- ▶ Responsibilities of channel members and suppliers
- ▶ Business location

Promoting Products: Communication and Promotion Policy and Advertising

- ▶ The communication process
- ▶ Thank you – a great personal communication
- ▶ Establishing the total marketing communications budget
- ▶ Managing and coordinating integrated marketing communications
- ▶ Southwest airlines
- ▶ Manage the integrated marketing communication process

- ▶ Advertising
- ▶ How does an advertising agency work?
- ▶ Major decisions in advertising
- ▶ Association advertising

Promoting Products: Public Relations and Sales Promotion

- ▶ Public relations
- ▶ Taco Bell provided example of creative publicity
- ▶ Major activities of PR departments
- ▶ Publicity
- ▶ Singapore Suntec centre
- ▶ The public relations process
- ▶ Major tools in marketing PR
- ▶ Public relations opportunities for the hospitality industry
- ▶ Crisis management
- ▶ Sales promotion
- ▶ Local store marketing

Electronic Marketing: Internet Marketing, Database Marketing, and Direct Marketing

- ▶ Internet marketing
- ▶ Using the web to market tourism destinations
- ▶ Web site development
- ▶ Business-to-business e-commerce
- ▶ Developing a marketing database system
- ▶ Using your database for customer research: defining the power of your loyal customers
- ▶ Gazelle systems brings database marketing to restaurants
- ▶ Manhattan East Suite hotels gives customers what they want before they ask
- ▶ Direct marketing

Professional Sales

- ▶ Management of professional sales
- ▶ Nature of hospitality sales
- ▶ Sales force objectives
- ▶ Sales force structure and size
- ▶ Organising the sales department
- ▶ Relationship marketing and strategic alliances
- ▶ Recruiting and training a professional sales force
- ▶ Managing the sales force

Destination Marketing

- ▶ The globalisation of the tourist industry
- ▶ Importance of tourism to a destination's economy
- ▶ Stop the brutal marketing
- ▶ Tourism strategies and investments
- ▶ Gambling on central city
- ▶ Segmenting and monitoring the tourist market
- ▶ Maryland office of tourism development case study
- ▶ Communicating with the tourist market
- ▶ Organising and managing tourism marketing

<ul style="list-style-type: none"> ▶ National tourism organisations: how they work 	
<p>Next Year's Marketing Plan</p> <p>Purpose of a Marketing Plan</p> <ul style="list-style-type: none"> ▶ Section I: executive summary ▶ Section II: corporate connection ▶ Section III: environmental analysis and forecasting ▶ Section IV: segmentation and targeting ▶ Section V: next year's objectives and quotas ▶ Section VI: action plans: strategies and tactics <p>Pricing Strategy</p> <ul style="list-style-type: none"> ▶ Section VII: resources needed to support strategies and meet objectives ▶ Section VIII: marketing control ▶ Section IX: presenting and selling the plan ▶ Section X: preparing for the future 	
<p>Learning Outcomes for the Unit:</p>	
<p>At the end of this Unit, students will be able to:</p>	
1.	Demonstrate knowledge of the role and importance of international marketing in the competitive world of hospitality and tourism including contemporary issues.
2.	Reflect on customer buying behaviour and the decision to buy process.
3.	Apply marketing principles including segmentation, research and targeting marketing mix.
4.	Evaluate the process of developing a marketing plan in a hospitality and tourism context.
<p>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</p>	
<p>Learning takes place on a number of levels through lectures, class discussions, including problem review and analysis. Formal lectures provide a foundation of knowledge on which students build through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material, which fosters a greater depth learning experience.</p>	
<p>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</p>	
Examination: 3 hours duration	Weighting: 100%
<p>Indicative Reading for this Unit:</p>	
<p>Main Text Marketing for Hospitality & Tourism, 3rd edition, P. Kotler, J. Bowen & J. Makens, Prentice Hall</p>	

Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

13.1.10 The Human Resource in Hospitality Syllabus

Unit Title	The Human Resource in Hospitality
Unit Code	THRH-1306
Level	5 Diploma
Credits	20
Unit Leader	MF
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit aims to provide an understanding of the principles of human resource management in the hospitality industry by creating an awareness for the need to adopt a professional approach to Human Resources within the Hospitality sector. Through the use of examples from industry, the unit will examine key roles in Human Resources, the support system and procedures required to meet the needs of the Hospitality industry.</p>	
Main Topics of Study:	
<ul style="list-style-type: none">▶ Background to the industry's workforce▶ Human resource management▶ Job design▶ Recruitment▶ Selection▶ Appointment and induction▶ Performance management▶ Training▶ Management development▶ Job evaluation▶ Administration of wages and salaries▶ Incentives▶ Fringe benefits▶ Labour turnover and termination of employment▶ Employee relations▶ Law of employment▶ Human resource planning, records and statistics▶ Labour costs and productivity▶ Organising human resources▶ Managing people▶ Managing in an international context▶ Customer care and quality▶ Business ethics	

Learning Outcomes for the Unit:	
At the end of this Unit, students will be able to:	
1.	Demonstrate an understanding of the function of the Human Resource department in the hospitality industry.
2.	Justify the need for an organised Human Resource department within the hospitality industry with a supporting operational structure.
3.	Describe, compile and implement procedures for a professional Human Resource department in hospitality.
4.	Create and organise a motivated workforce.
5.	Specify reasons for termination of employment and evaluate the benefits of reducing labour turnover.
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text Human Resource Management in the Hospitality Industry, 7th edition, M. Boella & S. Goss-Turner, Nelson Thornes	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.11 Customer Service Syllabus

Unit Title	Customer Service
Unit Code	CS-0616
Level	6 Diploma
Credits	20
Unit Leader	KE
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit provides students with the skills, techniques and knowledge required to deliver effective customer service.</p> <p>It provides an insight into the different types of customers likely to be encountered in a business and service environment, their particular characteristics to achieve a successful outcome.</p> <p>It places effective customer interaction within a strategic context by setting out the stages involved in the development of an effective customer service strategy and the leadership role required to bring this to effective fruition.</p> <p>Further, this unit provides students with an understanding of the measures, techniques and tools available to measure the health of customer service interactions and the indicators that an organisation may need to address its customer relationships.</p>	
Main Topics of Study:	
Introduction	
What is Customer Service?	
<ul style="list-style-type: none">▶ Importance of customer service▶ Understanding customer satisfaction▶ Excellent customer service▶ Five needs of every customer▶ Internal and external customers▶ Customer attributes▶ Cost of losing a customer	
Challenges and Solutions	
Challenges of Customer Service	
<ul style="list-style-type: none">▶ Elements of success▶ Barriers to excellent customer service▶ Power of perceptions▶ Understanding expectations▶ Levels of expectations▶ Scope of influence▶ Reputation management▶ Techniques for exceeding customer expectations▶ Keys to credibility▶ Importance of values▶ Ethics in customer service▶ Current status of customer service▶ New trends in customer service	

Problem Solving

- ▶ Role of problem solving in customer service
- ▶ Creativity and problem solving
- ▶ Problems as opportunities
- ▶ Confronting conflict
- ▶ Problem solving process
- ▶ Problem solving strategies
- ▶ Development of negotiation skills
- ▶ Professional approaches to apologising and conveying bad news
- ▶ Barriers to problem solving and decision making
- ▶ Importance of follow up

Management and Strategy

Strategy for Formulating a Plan for Success

- ▶ Why a strategy?
- ▶ Planning
- ▶ Importance of infrastructure
- ▶ Culture
- ▶ High touch and low touch customers
- ▶ Consumption behaviour
- ▶ Segmenting the market
- ▶ Developing a strategy

Empowerment

- ▶ What is empowerment?
- ▶ Importance of mission and purpose statement
- ▶ Empowerment = opportunity
- ▶ Steps to empowering customer service providers
- ▶ Co-production of customer service
- ▶ Why co-production works
- ▶ Design of systems

Communications

Communications in Customer Service

- ▶ Building customer intelligence
- ▶ Methods of communication
- ▶ Listening
- ▶ Voice inflection as a customer service tool
- ▶ Telephones and customer service
- ▶ Words to use/avoid
- ▶ Power phrases
- ▶ Power of eye contact
- ▶ Appeal to the senses
- ▶ Communication and technology

Managing Difficult Customers

Coping with Challenging Customers

- ▶ Who are challenging customers?
- ▶ Why they are challenging
- ▶ Creating challenging customers
- ▶ Characteristics of challenging customers
- ▶ Respect
- ▶ Empathy
- ▶ Responsibility check
- ▶ What to do when you are wrong
- ▶ Benefits from dealing with challenging customers

Motivation and Leadership

Motivation

- ▶ What is motivation?
- ▶ Needs and wants
- ▶ Motivating factors
- ▶ Understanding morale
- ▶ Self-concept and motivation
- ▶ Improving self-concept
- ▶ Power of self motivation
- ▶ Teamwork
- ▶ Motivating others

Leadership in Customer Service

- ▶ Leadership defined
- ▶ Knowing yourself
- ▶ Formal and informal leaders
- ▶ Coach or counsellor
- ▶ Characteristics of excellent leaders
- ▶ Leadership and goals
- ▶ Creating a customer service culture
- ▶ Benefit of job aids
- ▶ Leadership without position
- ▶ The boss as a customer

Customer Retention and Measurement of Satisfaction

- ▶ What is customer retention?
- ▶ Value of existing customers
- ▶ Churn
- ▶ Developing and improving the customer retention programme
- ▶ Measurement of satisfaction
- ▶ Sources of information
- ▶ Benefits of measuring your effectiveness

- ▶ Determining your effectiveness
- ▶ Surveys and reality
- ▶ Evaluating your own performance
- ▶ Business benefits from measuring satisfaction

Technology and Customer Service

- ▶ Today's changing marketplace
- ▶ The customer of the twenty-first century
- ▶ Embracing new technologies
- ▶ Call centres
- ▶ The Internet
- ▶ Enhancing service experiences and building customer loyalty

Excellence in Customer Service

- ▶ Excellence as the goal
- ▶ Getting started
- ▶ Rewards of excellent customer service

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

1.	Assess the impact on an organisation of a range of types of customer and evaluate techniques that can be adopted to identify, meet and exceed their needs.
2.	Evaluate the methods, techniques and measures to engage effectively with customers and to assess customer satisfaction with an organisation and its products.
3.	Assess the significance of effective leadership and management in creating the conditions for effective employee-customer interactions.

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%

Indicative Reading for this Unit:

Main Text

Customer Service: A Practical Approach, 6th edition, Elaine K. Harris, Prentice Hall. ISBN: 978-1292040356

Alternative Texts

Managing Customer Service, Jenny Hayes & Frances Dredge, Gower
 Once a Customer, Always a Customer, Chris Daffy, Oak Tree Press

Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation/Class preparation/Background reading/Group study/Portfolio/Diary etc.</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

13.1.12 Economics & Hospitality Syllabus

Unit Title	Economics & Hospitality
Unit Code	EH-1306
Level	6 Diploma
Credits	20
Unit Leader	GW
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit is designed to develop the knowledge and understanding students have of the principles of economics and how theory is applied to the hospitality sector.</p> <p>Issues to do with the market, economic trends, structural change, macroeconomic fluctuations, the local economy, costs, strategic and product development, business operations and development, pricing and product development will be studied in the context of the hospitality sector.</p>	
Main Topics of Study:	
<p>The Approach to Economics</p> <ul style="list-style-type: none"> ▶ The definition and meaning of economics ▶ Scarcity and choice ▶ The importance of marginal analysis ▶ Capital and income ▶ The business firm ▶ The financial features of businesses ▶ Business perspectives <p>The Market</p> <ul style="list-style-type: none"> ▶ The market system ▶ Market stability ▶ Government controls ▶ Change in the market ▶ Changes in demand ▶ Changes in supply ▶ Market changes in practice ▶ Short-term and long-term effects of change in demand ▶ Short-term and long-term effects of a change in supply ▶ Elasticity and its application ▶ Applying supply and demand ▶ Implications for Management <p>Economic Trends Affecting the Hospitality Industry</p> <ul style="list-style-type: none"> ▶ Defining the economy ▶ Measuring the economy ▶ Measuring changes in output ▶ Trends in the economy ▶ Economic growth ▶ Reasons for economic growth 	

- ▶ Structural change in the economy
- ▶ Economic trends and the hospitality industry
- ▶ Time, cost and economic change
- ▶ Economic growth and household changes
- ▶ Economic growth and the hospitality industry

Structural Change in the Accommodation, Food and Drink Sectors

- ▶ A note on spending and income
- ▶ The accommodation sector
- ▶ The eating out sector
- ▶ The drinks sector
- ▶ Contract services

Macroeconomic Fluctuations and the Hospitality Industry

- ▶ Boom follows slump follows boom: stages of the macroeconomic cycle
- ▶ Aggregate demand and supply
- ▶ Why fluctuations in output occur
- ▶ Government macroeconomic policy
- ▶ Views on macroeconomic policy
- ▶ The impact of the macroeconomy on the hospitality industry
- ▶ Predicting macroeconomic changes
- ▶ Implications for management

The Hospitality Industry and the Local Economy

- ▶ Tourism life cycle and local development
- ▶ Multiplier analysis of the local impact of tourism
- ▶ The multiplier process
- ▶ Multiplier studies

Costs and Market Structure

- ▶ Market structure
- ▶ Economies of scale and scope and experience
- ▶ Sources of economies of scale and scope
- ▶ Economies of scale and scope in the hospitality industry

Market Structure and Market Control

- ▶ Pricing for profit
- ▶ Comparing monopoly and competition
- ▶ Dominant firms and oligopolies
- ▶ Market structure and social efficiency
- ▶ Government control of monopolies

Strategic Product Development and Delivery

- ▶ Goods and services
- ▶ Costs of production
- ▶ Planning the production of hospitality services
- ▶ Production planning in a changing environment
- ▶ Service quality

Business Operations

- ▶ Efficient production
- ▶ Use of labour

<ul style="list-style-type: none"> ▶ Investment decisions ▶ Organising production: the economic role of firms <p>Business Development</p> <ul style="list-style-type: none"> ▶ Risks and financial requirements of a business during development ▶ Vertical integration ▶ Mergers ▶ Franchising: solution for a dispersion market ▶ Internationalisation <p>Pricing and Product Development</p> <ul style="list-style-type: none"> ▶ Strategic development and pricing ▶ Pricing methods for hospitality services ▶ Differential pricing for demand management ▶ Price discrimination ▶ Load pricing ▶ Application of differential pricing ▶ Hotel occupancy and capacity utilisation ▶ Pricing in special situations <p>Maintaining and Developing Your Economic Skills</p> <ul style="list-style-type: none"> ▶ An analytical framework ▶ Planning reading ▶ Reading the industry literature 	
Learning Outcomes for the Unit:	
At the end of this Unit, students will be able to:	
1. Understand basic economic principles.	
2. Understand the hospitality sector market and how it is influenced by trends, changes and the economy as a whole.	
3. Understand market structures and costs and how these influence the hospitality sector.	
4. Understand business strategy, operations and development in the hospitality sector.	
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
This unit will utilise a variety of learning activities. Lectures will be delivered on the key underpinning knowledge and will be supported by class discussions, using a more interactive approach to the lecture material. These class discussions will allow the opportunity for learners to form study groups that actively engage with the key issues of this unit.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text Economics for Hospitality Management, Peter Cullen, Thompson Business Press	

Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

13.1.13 Environmental Management in the Hospitality Industry Syllabus

Unit Title	Environmental Management in the Hospitality Industry
Unit Code	EMHI-1306
Level	6 Diploma
Credits	20
Unit Leader	KE
Pre-requisites	
Main Aim(s) of the Unit:	
<p>The unit provides an overview of the essential stages and concepts involved in developing and managing hospitality development projects. Using a model-based approach, the unit sets out the key issues to be addressed in hospitality development projects taking the perspective of a hospitality manager.</p> <p>The unit addresses key issues such as:</p> <ul style="list-style-type: none"> • the process of developing a hospitality project • who should be consulted at different stages of the project • the challenges that need to be resolved • essential actions necessary to make the project a success • In doing so, the unit draws out key current and future challenges to be addressed in developing hospitality projects and properties 	
Main Topics of Study:	
<p>Concept</p> <ul style="list-style-type: none"> ▶ Concepts ▶ Feasibility ▶ Design <p>Planning</p> <ul style="list-style-type: none"> ▶ Development strategy ▶ Project finance ▶ Legal agreements and contracts <p>Construction</p> <ul style="list-style-type: none"> ▶ The design team ▶ Building costs ▶ Managing construction <p>Operations</p> <ul style="list-style-type: none"> ▶ Operational planning and relationships ▶ Planning accommodation ▶ Service provision <p>Asset Management</p> <ul style="list-style-type: none"> ▶ Asset management ▶ Product development and brand management ▶ International and cultural issues 	

Learning Outcomes for the Unit:	
At the end of this Unit, students will be able to:	
1.	Identify the key stages that need to be considered in developing a concept for hospitality premises.
2.	Assess the issues to be considered in the planning and construction of hospitality premises.
3.	Identify the principal aspects of operational planning to be considered in designing hospitality premises.
4.	Define and review the principal asset management issues in developing hospitality premises.
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
This unit will utilise a variety of learning activities. Lectures will be delivered on the key underpinning knowledge and will be supported by class discussions, using a more interactive approach to the lecture material. These class discussions will allow the opportunity for learners to form study groups that actively engage with the key issues of this unit.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text	
Developing Hospitality Properties & Facilities, 2nd edition, Josef Ransley & Hadyn Ingram, Elsevier	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation/ Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.14 Organisational Behaviour & Hospitality Management Syllabus

Unit Title	Organisational Behaviour & Hospitality Management
Unit Code	OBHM-1306
Level	6 Diploma
Credits	20
Unit Leader	GW
Pre-requisites	

Main Aim(s) of the Unit:

This unit is designed to develop the knowledge and understanding students have of organisational behaviour by exploring how organisational theory is applied in practice in the hospitality sector.

Main Topics of Study:

Introduction

- ▶ What is organisational behaviour?
- ▶ Why organisational behaviour in hotels and restaurants?
- ▶ Why an international perspective?
- ▶ The content of the book
- ▶ Writing style

Ways of Seeing Organisations

- ▶ Introduction
- ▶ Reading organisations
- ▶ What is organisational behaviour?
- ▶ Looking at elephants
- ▶ Management gurus
- ▶ Learning about organisational behaviour
- ▶ Tips for studying organisational behaviour

Ways of Seeing Hospitality Organisations

- ▶ Introduction
- ▶ Being hospitable
- ▶ Selling a service
- ▶ Hotels and restaurants as leisure products
- ▶ Work in hotels and restaurants

The Many Faces of Culture

- ▶ Introduction
- ▶ What is culture?
- ▶ Uncovering culture
- ▶ National cultures
- ▶ Organisational culture

Motivation, Job Performance and Job Satisfaction

- ▶ What do people want from work?
- ▶ Content theories of motivation
- ▶ Process theories of motivation

- ▶ Money and motivation

Groups and Leading Groups

- ▶ Working with others
- ▶ How do groups work?
- ▶ Leading the group
- ▶ How can group working and leadership skills be improved?

Designing Jobs and Organisational Structures

- ▶ Introduction
- ▶ Enrich or simplify?
- ▶ The characteristics of an enriched job
- ▶ Against job enrichment
- ▶ The flexible organisation
- ▶ Organisational structures

Managers and Their Roles

- ▶ Introduction
- ▶ What do managers do?
- ▶ What do hospitality managers do?
- ▶ Controversies in hospitality management
- ▶ Is management changing?
- ▶ Women managers: female travellers in a male world
- ▶ Travellers in a white world

Serving Customers

- ▶ How do you 'manage' a smile?
- ▶ The sovereign customer
- ▶ It's all an act
- ▶ The customer is not always right

The Wider Environment

- ▶ Introduction
- ▶ The survival of the fittest
- ▶ Organisations as instruments of domination
- ▶ Social responsibility

Into the Future

- ▶ Ways of seeing organisations
- ▶ Ways of seeing hospitality organisations
- ▶ The many faces of culture
- ▶ Motivation, job performance and satisfaction
- ▶ Groups and leading groups
- ▶ Designing jobs and organisation structures
- ▶ Managers and their roles
- ▶ Serving the customer
- ▶ The wider environment
- ▶ Final thoughts

Learning Outcomes for the Unit:	
At the end of this Unit, students will be able to:	
1.	Understand organisational behaviour theory and how it applies to hospitality organisations.
2.	Understand theory on organisational culture, motivation, job performance and groups in hospitality organisations.
3.	Understand job design and management in the hospitality sector.
4.	Understand the delivery of service to the customer, the wider environment and for the future.
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:	
This unit will utilise a variety of learning activities. Lectures will be delivered on the key underpinning knowledge and will be supported by class discussions, using a more interactive approach to the lecture material. These class discussions will allow the opportunity for learners to form study groups that actively engage with the key issues of this unit.	
Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
Main Text	
Organizational Behaviour in Hotels & Restaurants, Yvonne Guerrier, Wiley	
Guideline for Teaching and Learning Time (10 hrs per credit):	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

13.1.15 Strategic Management in Hospitality Syllabus

Unit Title	Strategic Management in Hospitality
Unit Code	SMH-1306
Level	6 Diploma
Credits	20
Unit Leader	GW
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This unit is designed to develop the knowledge and understanding students have of strategic management, by exploring how theory and practice is applied to the services sector, but specifically the hospitality sector.</p> <p>The unit also explores how hospitality organisations establish strategies to maintain the balance between the services being provided and the resources required to deliver the service, e.g. IT, human resources, etc.</p>	
Main Topics of Study:	
<p>The Nature of Services</p> <ul style="list-style-type: none"> ▶ The growing importance of services ▶ Services: what makes them special? ▶ A closer look at services ▶ The role of service classifications <p>Defining the Service Concept</p> <ul style="list-style-type: none"> ▶ Why do we need a service concept? ▶ How to define the service concept ▶ Implementing the service concept ▶ The service concept as a guiding framework: an overview of its main ingredients ▶ Why not all service concepts are alike <p>Servitisation or Why Services Management is Relevant for Manufacturing Environments</p> <ul style="list-style-type: none"> ▶ From goods to services ▶ Why servitisation? ▶ Making the transition <p>Relationship Marketing</p> <ul style="list-style-type: none"> ▶ Relationship marketing: new words to an old tune? ▶ Linking customer satisfaction, customer loyalty and profitability ▶ Lifetime value: the link with profitability ▶ How to increase customer satisfaction and customer loyalty ▶ Setting objectives in service marketing <p>Promoting Services</p> <ul style="list-style-type: none"> ▶ What is so different about promoting services? ▶ The basic building blocks of promotion ▶ Designing a marketing communications strategy for services ▶ Drawing up a promotion plan 	

Pricing Services

- ▶ Developing a framework for pricing decisions
- ▶ Pricing objectives
- ▶ Pricing strategies
- ▶ How to increase customer satisfaction and customer loyalty
- ▶ Pricing structure
- ▶ Pricing levels and tactics

Customer Satisfaction and Complaint Management

- ▶ Service quality and customer satisfaction
- ▶ A service satisfaction framework
- ▶ Measuring customer satisfaction
- ▶ Complaint management

Service Guarantees and Service-level Agreements

- ▶ Service guarantees
- ▶ Service-level agreements
- ▶ Internal service guarantees and service-level agreements

The Role of Human Resource Practices in Service Organisations

- ▶ The nature of services
- ▶ Human resources management for services

Competencies and Service Organisations

- ▶ Designing competency-based HR practices
- ▶ Linking customer satisfaction, customer loyalty and profitability
- ▶ Competencies for service organisations

Collaboration: Integrating Work and Learning

- ▶ The benefits of collaboration in the workplace
- ▶ The broader relevance of collaboration to services
- ▶ The role of collaboration in learning
- ▶ Collaboration as the central theme
- ▶ Establishing collaborative relationships

The Role of Empowerment in Service Organisations

- ▶ The relevance of empowerment for service environments
- ▶ Empowerment: the employee and the supervisor
- ▶ Empowerment: the organisation

Role Stress Among Front-line Employees

- ▶ Relevance of role stress for the service encounter
- ▶ Linking customer satisfaction, customer loyalty and profitability
- ▶ Role stress defined
- ▶ Handling role stress for front-line employees

Service Process Design and Management

- ▶ Process choice
- ▶ Process design
- ▶ Process monitoring
- ▶ Process evaluation
- ▶ Process re-engineering

Capacity Management

- ▶ Capacity and capacity management
- ▶ Capacity planning
- ▶ Scheduling capacity
- ▶ Managing the demand side
- ▶ The psychology and managerial consequences of waiting

Facilities Management

- ▶ The nature of facilities management in services
- ▶ The nature of facilities management in services
- ▶ Location
- ▶ How to increase customer satisfaction and customer loyalty
- ▶ Designing the servicescape

IT Developments and their Impact on Services

- ▶ The network era – where do we stand?
- ▶ The impact of IT developments on service encounters
- ▶ Action strategies for the new media

Performance Measurement Systems in Service Firms

- ▶ Designing performance measurement systems for services
- ▶ Implementing an integrated performance measurement system

Managing Innovation in a Service Environment

- ▶ Innovations as spiral processes: the value-constellation approach
- ▶ Innovation portfolio management
- ▶ Organising the innovation portfolio: the make-or-buy decision
- ▶ The operational management of innovation

Managing Services across National Boundaries

- ▶ Why internationalise?
- ▶ Drivers towards internationalisation
- ▶ Culture and cultural differences
- ▶ Internationalisation strategies

Defining a Service Strategy

- ▶ The nature of strategic management
- ▶ The challenges of strategic management for services

Learning Outcomes for the Unit:

At the end of this Unit, students will be able to:

- | | |
|----|---|
| 1. | Understand strategic management theory and apply it to the hospitality industry. |
| 2. | Understand and apply strategies which maintain services in the hospitality sector. |
| 3. | Understand management of resources within the organisation to provide services to the hospitality sector. |

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:		Weighting:
Examination: 3 hours duration		100%
Indicative Reading for this Unit:		
Main Text Services Management – An Integrated Approach, 2nd edition, B. Van Looy, P. Gemmel & R. Van Dierdonck, Prentice Hall		
Guideline for Teaching and Learning Time (10 hrs per credit):		
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.	
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.	
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.	