

Higher National Unit Specification

General information for centres

Unit title: Managing Hospitality Organisations 1

Unit code: DL4L 34

Unit purpose: This Unit is designed to introduce candidates to the concepts and theories underlying management practice. Candidates will learn how to apply these concepts and theories to motivate and lead teams of staff.

On completion of the Unit the candidate should be able to:

1. Explain management styles and leadership approaches in a range of hospitality industry situations.
2. Explain motivation theories and their application in a range of hospitality industry situations.
3. Plan for the management of change within a hospitality situation.

Credit points and level: 1 HN Credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Access to this unit is at the discretion of the centre.

Core skills: There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

Context for delivery: If this Unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes.

Assessment: The Unit is assessed by a series of case studies with questions. It is recommended that each outcome is assessed separately although the same organisation or situation could be used in more than one case study. Case studies should be assessed under controlled conditions.

Higher National Unit specification: statement of standards

Unit title: Managing Hospitality Organisations 1

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Outcome 1

Explain management styles and leadership approaches in a range of hospitality industry situations

Knowledge and/or skills

- ◆ Define the term organisation
- ◆ Elements of formal/informal organisation
- ◆ Different management styles
- ◆ Different approaches to leadership
- ◆ The meaning and importance of leadership as part of the management process

Evidence requirements

With reference to given case studies the candidate must provide evidence to show that he/she can:

- ◆ suggest an appropriate management style and give reasons for the choice
- ◆ suggest appropriate leadership approaches and give reasons
- ◆ explain why leadership is important in the given situation

Assessment guidelines

Please refer to Outcome 3 for the Assessment Guidelines.

Outcome 2

Explain motivation theories and their application in hospitality organisations.

Knowledge and/or skills

- ◆ Motivational theories
- ◆ An understanding of the main factors that influence motivation at work
- ◆ An understanding of individual differences that may affect performance
- ◆ Methods that can be used to improve job performance

Evidence requirements

With reference to a given case studies the candidate must provide evidence to show that he/she can:

- ◆ identify factors which could be influencing motivation
- ◆ identify a theory of motivation which could improve the situation and suggest how it could be applied

Higher National Unit specification: statement of standards (cont)

Unit title: Managing Hospitality Organisations 1

Assessment guidelines

Please refer to Outcome 3 for the Assessment Guidelines.

Outcome 3

Plan for the management of change within a hospitality organisation

Knowledge and/or skills

- ◆ Causes of resistance to change are identified
- ◆ Strategies for change management
- ◆ Consequences of proposed changes are identified

Evidence requirements

With reference to given case studies the candidate must provide evidence to show that he/she can:

- ◆ identify the causes for resistance to change
- ◆ identify an appropriate change management strategy
- ◆ the possible consequences to the changes are identified and explained

Assessment guidelines

For the assessment candidates should be provided with information about an organisation through a case study. Questions must be drawn from each of the outcomes for the assessment. It is recommended that the same case study be used to cover all the outcomes however it is not essential for all the questions relating to the different outcomes to be assessed at the same time. Candidates should be assessed under controlled conditions.

Administrative Information

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|-----------------------------|--------------------------------------|
| Unit code: | DL4L 34 |
| Unit title: | Managing Hospitality Organisations 1 |
| Superclass category: | NA |
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Higher National Unit specification: support notes

Unit title: Managing Hospitality Organisations 1

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

The unit aims to focus on the practical application of theory to describe and explain different approaches used within a range of hospitality organisations.

Outcome 1

This outcome sets the scene by providing the candidate with an overview of the basic nature and functioning of work organisations in general. Topics should include formal and informal structures. The outcome looks at the distinction between leadership and management. Current commercial organisations and management styles should be considered.

Leadership Approach: at least two leadership approaches should be identified.

Management Style: at least two different management styles should be identified.

Application: the most suitable style or approach for a given situation relating to the hospitality industry.

Outcome 2

Theories of motivation and their relevance within the hospitality industry can be explored. Discuss ways in which Hospitality industry managers can motivate staff to work towards organisational goals.

Motivation theories: at least two different theories of motivation should be identified.

Application: recommendations for the motivation of employees in a given situation relating to the Hospitality Industry.

Outcome 3

Candidates obtain an awareness that change itself can be viewed with great suspicion and distrust - whether or not the change will actually be beneficial to the employee and customers. Reasons for the resistance to change should be explored and the necessity for a considered, managed, communicative approach to change should be stressed.

The fact that change is a fact of life, is unavoidable and becoming more rapid as our society develops in its present fashion, should be presented. It would probably be helpful for the candidates' later experiences if the positive and opportunistic aspects of change underpin the candidates' exposure to the concept of change in organisations.

Resistance to change: at least four of the main factors contributing to the unsuccessful management of change should be identified

Application: appropriate suggestions to counter each.

Higher National Unit specification: support notes (cont)

Unit title: Managing Hospitality Organisations 1

Guidance on the delivery and assessment of this Unit

Where appropriate candidates could be given a series of case studies which relate to the same organisation or situation, However it is recommended that each outcome is assessed separately.

For **Outcome 1** candidates should be able to identify the type of organisational structure identified in the case study and recommend an appropriate management style, giving reasons for the choice. Candidates must also be able to recommend a leadership approach appropriate for the given situation and give reasons for their recommendation. Candidates should also be able to explain why leadership influences the given situation.

For **Outcome 2** candidates should be able to identify the factors that influence motivation in the case study and suggest a motivation theory which could be applied to the situation to improve performance. Candidates should not describe motivational theories that are not relevant to the case study.

For **Outcome 3** candidates should be able to identify from the given case study causes for resistance to change and suggest an appropriate change management strategy which can be applied to the situation. Candidates should also be able to identify and explain the possible consequences of the changes.

Open learning

This unit could be delivered by open or distance learning. It will require planning by the centre to ensure the sufficiency and authenticity of candidate evidence. Arrangements would have to be made to ensure that the assessments were conducted under supervision.

For information on normal open learning arrangements, please refer to the SQA guide, Assessment and Quality Assurance and Distance Learning (SQA, 2000).

Candidates with additional support needs

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Special Assessment Arrangements for Candidates with Additional Support Needs* (BA 2399, SQA, due 2004).

General information for candidates

Unit title: Managing Hospitality Organisations 1

This unit introduces you to the nature of work organisations, approaches to management and leadership and factors affecting individual and team performance.

The unit should provide you with an understanding of management and leadership styles and the theories of motivation and how to plan for change in a hospitality organisation.

On completion you should be able to:

- Explain management styles and leadership approaches in a range of hospitality industry situations
- Explain motivation theories and their application in a range of hospitality industry situations
- Plan for the management of change within a hospitality situation