

SQA Advanced Unit Specification

General information for centres

Unit title: Management of Human Resources in Hospitality 2

Unit code: HT3J 47

Unit purpose: This unit is designed to enable candidates to understand the management of the human resource with particular emphasis on appraisal systems, the development of staff, and employee remuneration including relevant legislation.

On completion of this unit candidates should be able to:

- 1 explain the main components of a successful performance-appraisal system
- 2 examine the provision of staff development within a hospitality organisation
- 3 examine the different reward packages available within the hospitality industry

Credit points and level: 1 SQA 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 National 1 to Doctorates.*

Recommended prior knowledge and skills: Access to this unit will be at the discretion of the centre, however it is recommended that candidates possess supervisory skills and an understanding of human resource management. This may be evidenced by achievement of Hospitality Supervision and Management of Human Resources in Hospitality 1.

Core Skills: There are opportunities to develop the Core Skills of Communication (written) at SCQF level 5 and Information Technology at SCQF level 4 and Problem Solving (Critical Thinking) at SCQF level 5 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: This unit should be assessed by three instruments of assessment. The first assessment requires the candidate to produce a report or answer questions based on a case study. This assessment could be an assignment. The second assessment is a class-based open-book assessment, which requires the candidates to answer a series of questions under controlled conditions. The third assessment requires candidates to complete an assignment based on a series of restricted-response questions.

SQA Advanced unit specification: statement of standards

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

Where evidence for outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain the main components of a successful performance-appraisal system

Knowledge and/or skills

- ◆ Objectives of performance appraisal
- ◆ The link between performance-appraisal objectives and business objectives
- ◆ Design of a performance-appraisal system
- ◆ Performance-appraisal methods
- ◆ Implementation of a performance-appraisal system
- ◆ Benefits of performance appraisal
- ◆ Problems associated with performance appraisal

Evidence requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ suggest three objectives of performance-appraisal system
- ◆ describe one performance-appraisal method that would be appropriate for a particular organisation and give reasons
- ◆ explain how a successful performance-appraisal system is implemented
- ◆ describe two problems associated with a performance-appraisal system

Assessment guidelines

This evidence may be presented as part of a report about an organisation or in response to specific questions derived from a case study. The organisation or case study used in this outcome can also be used as the basis for the assessment of Outcome 2.

The assessment of this outcome is an open-book assessment and does not have to be completed under controlled conditions.

Outcome 2

Examine the provision of staff development within a hospitality organisation

Knowledge and/or skills

- ◆ Factors influencing the quality and quantity of staff development activities within an organisation
- ◆ Ways of identifying staff development needs
- ◆ Methods used for staff development
- ◆ Evaluation of staff development
- ◆ Succession planning

Evidence requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ identify staff development needs
- ◆ explain methods used for staff development and their advantages and disadvantages
- ◆ prepare a simple succession plan

Assessment guidelines

The evidence may be presented in the form of a report about an organisation or in response to specific questions derived from a case study.

Evidence should be generated through an assessment undertaken in controlled conditions. As a report or case study can be used, candidates may be given a copy of the topics to research for the report or a copy of the case study before the assessment takes place so that they may undertake research or preparatory work for the assessment. Candidates may bring to the assessment a copy of the research notes undertaken if the assessment is in the form of a report or if the assessment is a case study, a copy of the case study, personal notes and/or handouts.

The assessment of this outcome is an open-book assessment completed under controlled conditions.

This assessment can be a follow on from Outcome 1, ie the organisation or case study used in Outcome 1 can be used as the basis for this assessment.

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Outcome 3

Examine the different reward packages available within the hospitality industry

Knowledge and/or skills

- ◆ Types of payment systems available in the hospitality industry
- ◆ Legislation related to pay including Equal Pay Act, Minimum Wage
- ◆ The role and types of fringe benefits available

Evidence requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ describe two different payment systems available within the Hospitality Industry
- ◆ describe current requirements regarding either legislation in place to control equal pay or the National Minimum Wage
- ◆ explore the role of fringe benefits as part of the remuneration package
- ◆ detail four types of fringe benefits given to staff

Assessment guidelines

The evidence may be presented in the form of answers to a series of restricted-response questions or specific questions derived from a case study.

The assessment of this outcome is an open-book assessment and does not have to be completed under controlled conditions.

SQA Advanced Unit Specification

Administrative Information

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Unit title:	Management of Human Resources in Hospitality 2
Superclass category:	AJ
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History of changes:

Version	Description of change	Date

Source: SQA

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SQA Advanced Unit specification: support notes

Unit title: Management of Human Resources in Hospitality 2

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

This unit is designed to enable candidates to understand the management of the human resource with particular emphasis on performance-appraisal systems, development of staff, and employee remuneration including relevant legislation. This unit should be delivered in the context of the hospitality industry.

Outcome 1 looks at the main components of a successful performance-appraisal system. Candidates should be aware of the objectives of a performance-appraisal system in meeting the needs of the organisation. The design of a performance-appraisal system should be considered including the frequency of appraisals, who is responsible, who should be appraised, the policy and procedures underlying the whole system. Candidates should investigate various performance-appraisal methods such as ratings, result orientated/comparison by objectives, BARS/BOS, upward appraisal, 360-degree Appraisal and their suitability for the system in use. The implementation of a performance-appraisal system should be investigated including the administration and documentation required, the pre, during and post interview procedures. Benefits and problems should be highlighted so that the candidate is aware of the positive and negative aspects of performance appraisal.

Outcome 2 looks at staff and management development within an organisation. Candidates should examine the factors that influence the quality and quantity of staff development activities. These could include training and development policy, corporate objectives, budgets, management commitment and external influences such as Investors in People and Continuous Development etc. The candidate will be required to suggest ways of identifying staff development needs and explain appropriate methods to be used in the context of both staff and management development. For staff, these could include simulations, group discussion, case studies and coaching. For supervisors, the development methods could include action centred learning, coaching, mentoring, project based methods, as well as, on line or open learning provision. The importance of evaluating development activities to ensure they meet the needs of the individual and the organisation. A link can be made here to performance appraisal for identifying training needs and evaluating the effectiveness of the learning opportunities. Succession planning should be discussed along with its usefulness in the continuity of staff and management within the organisation.

Outcome 3 explores the total Remuneration packages available within the hospitality industry, not just the payment systems available, although they are a major part of the packages available. Candidates should explore various different payment systems including Time Rates, Individual Payment by Results, Group Payment by Results, Merit Ratings, as well as, a combination of the above list. Time should be spent investigating the role of fringe benefits, as well as, the types of fringe benefits available to various grades of staff including the 'cafeteria approach' and its flexibility. Legislation in place to control equal pay and the National Minimum Wage should be examined in respect of their impact on equitable remunerations packages for employees.

SQA Advanced Unit specification: support notes

Unit title: Management of Human Resources in Hospitality 2

Guidance on the delivery and assessment of this unit

This unit is designed to be the second unit of two Human Resource Management units within the SQA Advanced Diploma in Professional Cookery and Hospitality Management courses. It is an optional unit for both courses which expands and continues some of the subject areas studied in the Hospitality Supervision and Management of Human Resources 1 Units. In these circumstances, the unit is likely to be delivered towards the end of the SQA Advanced Diploma programme, by which time the candidates can draw on their experiences from industry to see the relevance of the topics discussed.

Assessment will be by three instruments of assessment for this unit and the timing of these assessments will be dependent on the sequencing of the outcomes, which can be taught in different ways.

The first assessment will be taken third of the way through the unit. This will be an open-book assignment either in the form of a report or structured questions relating to a case study. The second assessment will take place two thirds of the way through the delivery of the unit. This assessment will be an open-book assessment of restricted-response questions under controlled conditions. The third assessment will be at the end of the unit and will consist of a series of restricted-response questions or specific questions derived from a case study.

Opportunities for developing Core Skills

The delivery and assessment of this unit may contribute towards the 'written' components of the Core Skill of Communication at SCQF level 5. Evidence could be generated through the assessment as candidates prepare a report in response to the case study for the assessment of Outcomes 1. If candidates were to use IT systems to prepare the documentation there could also be an opportunity to develop IT Core Skills at SCQF 4. There is also the opportunity across all Outcomes to develop the Core Skills of Problem Solving 'critical thinking' at SCQF level 5 in relation to analysing the issues in the case studies.

Open learning

This unit could be delivered by distance learning. However, it would require planning by the centre to ensure the sufficiency and authenticity of candidate evidence. Arrangements would have to be made to ensure that the assessment is delivered in a supervised environment under controlled conditions where applicable.

Equality and inclusion

This unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

General information for candidates

Unit title: Management of Human Resources in Hospitality 2

In this unit you will look at three topic areas such as performance appraisal, staff development and remuneration packages.

In Outcome 1 the main components of a successful performance-appraisal system will be explained and will include the objectives of performance appraisal; the design and implementation of a performance-appraisal system as well as, investigating various appraisal methods used within industry. The benefits and problem associated with performance appraisal will be discussed.

Outcome 2 will look at staff and management development considering ways to identify staff development needs; considering methods of development used for both staff and management. These leads onto succession planning and evaluating staff development within an organisation.

Outcome 3 explores the remuneration packages available within the hospitality industry and includes different payment systems in operation within the hospitality industry; the fringe benefits that make up the other part of the total package and finally the legislation pertaining to this topic area.

In order to complete this unit successfully, you will be required to achieve a satisfactory level of performance on three instruments of assessment. For the first assessment, you will require to produce a report for a given situation or answer a set of questions relating to a case study. This instrument of assessment is related to performance appraisal.

The second assessment will be undertaken two thirds of the way through the unit and will be an open-book assessment completed under controlled conditions relating to staff development and succession planning.

The third assessment will be undertaken at the end of the unit. You will have to complete an assessment covering the remuneration packages available in the hospitality industry. The assessment will be a series of restricted-response questions in response to a case study.