

## Higher National Unit Specification

### General information for centres

**Unit title:** Managing Hospitality Organisations 2

**Unit code:** DL4M 34

**Unit purpose:** This unit is designed to enable the candidate to gain an understanding of managerial skills in planning, controlling and decision making.

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

1. Explain the decision making process in a hospitality organisation.
2. Explain the nature and importance of a systematic planning process appropriate to a hospitality organisation.
3. Explain the stages of the control process and their relationship to planning.

**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 could be 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. Assessments should be carried out under controlled conditions.

## **Higher National 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 decision making process in the hospitality organisation

#### **Knowledge and/or skills**

- ◆ Factors that influence decision making
- ◆ Stages in the decision making process
- ◆ Techniques of decision making

#### **Evidence requirements**

Candidates must provide evidence to show that they can:

- ◆ identify the factors that influence decision making
- ◆ identify and briefly explain the stages of the decision making process
- ◆ identify and briefly explain qualitative and quantitative techniques of decision making

#### **Assessment guidelines**

Please refer to the Assessment Guidelines for Outcome 3.

### **Outcome 2**

Explain the nature and importance of a systematic planning process appropriate to a hospitality organisation

#### **Knowledge and/or skills**

- ◆ Organisational goals, objectives and policies
- ◆ Relationships between objectives and planning
- ◆ Stages of the planning process
- ◆ Importance of planning

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Managing Hospitality Organisations 2

### **Evidence requirements**

Candidates must provide evidence to show that they can:

- ◆ explain organisational goals and objectives
- ◆ explain organisational policies
- ◆ identify the relationships between objectives and planning
- ◆ identify the stages of the planning process and why planning is important

### **Assessment guidelines**

Please refer to the Assessment Guidelines for Outcome 3

### **Outcome 3**

Explain the stages of the control process and their relationship to planning

### **Knowledge and/or skills**

- ◆ Identification of stages involved
- ◆ Monitoring techniques
- ◆ Types of corrective actions
- ◆ Maintaining quality standards

### **Evidence requirements**

Candidates must provide evidence to show that they can:

- ◆ identify the stages involved in the control process
- ◆ identify monitoring techniques
- ◆ suggest corrective actions
- ◆ suggest how quality standards can be maintained

### **Assessment guidelines**

For the assessments candidates could be provided with information about an organisation through a case study. Questions could be drawn from each of the outcomes for the assessment. It is recommended that the same case study is 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

**Unit code:** DL4M 34  
**Unit title:** Managing Hospitality Organisations 2  
**Superclass category:** NA  
**Date of publication:** August 2004  
**Version:** 01

### History of changes:

Version	Description of change	Date

**Source:** SQA

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## **Higher National Unit specification: support notes**

### **Unit title:** Managing Hospitality Organisations 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**

The unit aims to focus on the practical application of theory to describe and explain the importance of decision making, planning and control within a range of hospitality organisations.

#### **Outcome 1**

Each stage of the decision making process can be explored by using different day to day situations which occur in hospitality organisations. Working in small groups candidates may be given a variety of situations and encouraged to apply the decision making process to each scenario.

#### **Outcome 2**

The planning process may be examined in relation to the goals and objectives of an organisation. The factors affecting short, medium and long term planning should be considered. Candidates should be given the opportunity to apply the stages of the planning process to a range of situations within hospitality.

#### **Outcome 3**

This outcome should link closely to the previous two outcomes and the examples used to illustrate the planning process in Outcome 2 may also be used to demonstrate the stages of the control process thus showing the relationship between planning and control. Monitoring techniques such as observation, checklists and sampling may be applied. Corrective action such as staff training and discipline procedures can be examined. Quality standards should be discussed for example Standard Operating Procedure Manuals for various departments within the hospitality organisation, along with other systems and procedures which can be introduced.

### **Guidance on the delivery and assessment of this Unit**

Case studies with written answers to set questions more easily lend themselves to coverage of the outcomes and knowledge and skills. Due to the integrative nature of the unit's outcomes, it may be possible for one project or one comprehensive case study to allow the candidate to demonstrate competence.

It is recommended that candidates have the opportunity to visit a hospitality organisation to discuss with appropriate staff how management processes are implemented in their organisation. This could also be linked with the Employment Experience unit.

## **Higher National Unit specification: support notes**

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### **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 2

This unit is designed to enable you to gain an understanding of managerial skills in decision making, planning, and control.

At the end of the unit you should be able to:

- ◆ Explain the decision making process in a hospitality organisation
- ◆ Explain the nature and importance of a systematic planning process appropriate to a hospitality organisation
- ◆ Explain the stages of the control process and their relationship to planning