



Higher National Unit specification: general information

Unit title: Management of Food and Beverage Operations

Unit code: H197 35

Superclass: NA

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Unit purpose

This Unit is designed to give the candidate the opportunity to put into practice knowledge, understanding and skills gained in a range of operational areas and to enable them to demonstrate competence in managing a realistic food and beverage activity.

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

- 1 Develop an operational plan for a food and beverage service.
- 2 Manage the implementation of the operational plan.
- 3 Critically evaluate the effectiveness of the operational plan.

Recommended prior knowledge and skills

Candidates should possess a good understanding of the Hospitality industry. They should also have experience in practical skills across a range of subjects and possess good communication and interpersonal skills. These may be demonstrated by the achievement of an HNC in Hospitality or Professional Cookery.

Credit points and level

3 Higher National Unit credits at SCQF level 8: (24 SCQF credit points at SCQF level 8*)

**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.*

General information (cont)

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

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.

The assessment exemplar for this Unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable instrument of assessment. Centres wishing to develop their own assessments should refer to the assessment exemplar to ensure a comparable standard. Assessment exemplars are available on SQA's secure website.

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.

Please refer to Evidence Requirements for the Unit after the Outcomes and Knowledge and/or Skills.

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

Develop an operational plan for a food and beverage service.

Knowledge and/or Skills

- ◆ Stages of the planning process.
- ◆ Suitable marketing strategies.
- ◆ Development of an operational plan.
- ◆ Control methods.
- ◆ Costings and records of financial information.
- ◆ Materials and equipment.
- ◆ Physical and human resources.
- ◆ Current industry practice.
- ◆ Legal requirements.
- ◆ Risk assessment and contingency planning.

Outcome 2

Manage the implementation of the operational plan.

Knowledge and/or Skills

- ◆ Leadership and communication skills.
- ◆ Management of physical and human resources.
- ◆ Implementation of the operational plan.
- ◆ Control procedures for food and other stocks.
- ◆ Control procedures for hygiene and health and safety.
- ◆ Monitoring of standards.
- ◆ Contingency plans.

Higher National Unit specification: statement of standards (cont)

Unit title: Management of Food and Beverage Operations

Outcome 3

Critically evaluate the effectiveness of the operational plan.

Knowledge and/or Skills

- ◆ Analysis and evaluation of performance.
- ◆ Conclusions.

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills for the whole Unit by showing that they can:

- ◆ Develop an operation plan for a food and beverage service for a minimum of 30 covers. This should include:
 - A logical approach to the construction of the operation plan, this must include the rationale and justification for the theme/event
 - A strategy for the event covering the aims and objectives, the standard required, the customer group and the planning process
 - Details of the control methods to be used for service standards, quality control and discussing feedback from both customers and the team
 - Costings and records of financial information necessary for the success of the event — if 'back of house' the evidence should include costing of menus. If 'front of house; the evidence should include the selling price of the menu, table decoration, etc
 - Requirements for all materials and equipment
 - Human resource requirements
 - Information on current industry practice
 - Information on legal requirements
 - Risk assessment and contingency planning
- ◆ Using the viable plan from Outcome 1, manage the implementation of the operational plan, this should include:
 - Demonstration of leadership and decision making skills
 - Demonstration communication skills, including briefing sessions, task allocation and training schedule for service
 - Controlling of food and other stocks
 - Controlling of finance
 - Compliance with legislation
 - Monitoring of standards of service, including re-instatement of the area
 - Implementation of contingency plans, if required

Higher National Unit specification: statement of standards (cont)

Unit title: Management of Food and Beverage Operations

- ◆ Critically evaluate the effectiveness of the operation plan, this should include:
 - Analysis of performance, covering the planning process, during the event, own performance and team performance
 - Analysis of customer feedback
 - Analysis of financial information
 - Conclusions and recommendation for future

Each candidate will present evidence of the planning, management and evaluation of a substantial realistic food and beverage event for a minimum of 30 covers (eg a themed dinner/lunch, finger/fork buffet)

Higher National Unit specification: support notes

Unit title: Management of Food and Beverage Operations

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 120 hours.

Guidance on the content and context for this Unit

This Unit is mandatory in the HND Hospitality Management and the HND Professional Cookery and brings together skills and knowledge gained in the first year Units of the award.

This Unit is designed for candidates employed in or intending to seek employment in the hospitality industry. It covers the knowledge and practical skills required to plan, manage the implementation and evaluate events of a complex nature.

Guidance on the delivery of this Unit

Candidates are expected to have the prior knowledge necessary to cover the three Outcomes. It is the role of the tutor to develop this knowledge in a practical, management oriented way.

Candidates should be encouraged to work in small groups to develop their events although their final portfolio of work must be individually completed.

Tutors should encourage candidates to develop their events in line with current industry practice and to give them a minimum of 30 covers to be achieved. Guidelines on the use of resources, budget targets for costs, GPs and sales, hygiene, health and safety, target markets and deadlines for orders etc should be provided at the beginning and be used as part of the assessment checklist.

Outcome 1 looks at the rationale and justification for the theme/event, marketing, operational planning, planning tools, finance, tasking and legal requirements. It forms the basis for the success of the other two Outcomes. It is especially important that ample time and direction is channelled into it and that tutors are confident that the work carried out here is sufficient to enable the event to proceed and that the candidates do have the infrastructure in place which will give them the opportunity to achieve the Unit. A checklist is recommended as a means of ensuring the work is complete. Outcome 1 should be completed to an acceptable standard before candidates are allowed to progress to Outcomes 2 and 3.

Higher National Unit specification: support notes (cont)

Unit title: Management of Food and Beverage Operations

Guidance on the delivery of this Unit

Outcome 2 looks at leadership and communication and is where candidates will develop the ability to form a team and lead it through to the conclusion of the event. This will include briefing sessions, task allocation and training schedule for service.

Compliance with hygiene and health and safety regulations, allowing the practical application of the theories previously taught to be put into practice.

Candidates' ability to devise and implement control procedures for all food and liquor as well as for finance. Monitoring of standards and the customer care strategy for the event
The ability to think, decide and take action where necessary if/when there are deviations from the plan.

It is here that the candidates should adopt and perform the event management role and it is here that they are assessed, by means of a checklist, on all aspects of it.

Outcome 3 looks at analysis and evaluation of performance, customer reaction, finance and review of the operational plan. Candidates should be encouraged to write evaluative reports, in a management style and use appropriate graphics where the images would enhance the reader's understanding of the text. Comparisons should be made of the plan and the actual event. Differences should be noted and commented upon and recommendations for future events made.

Guidance on the assessment of this Unit

This Unit could be assessed by a single instrument of assessment, which would require a portfolio covering all aspects of the event from planning through to evaluating. Alternatively it would be possible to break this assessment down into three separate assessment components which assess each Outcome individually. A practical checklist assessing the management of the practical activity on the day should also be used with each of the above and can be kitchen, restaurant or bar based. Ideally the operational plan for Outcome 1 should be completed and assessed prior to the implementation stage, ie Outcome 2.

Higher National Unit specification: support notes (cont)

Unit title: Management of Food and Beverage Operations

Assessment Guidelines

Outcomes 1, 2 and 3

Outcome 1 should be completed to an acceptable standard before candidates are allowed to progress to Outcomes 2 and 3. When Outcome 1 has been completed it is advisable that an assessment checklist is completed before the candidate moves on to the implementation stage.

The checklist should cover:

- ◆ A logical approach
- ◆ A clearly stated marketing strategy
- ◆ Rational and justification for theme/event
- ◆ The production of an operational plan
- ◆ Control methods for service standards and quality control
- ◆ Costings (to fall within organisational constraints)
- ◆ Food and material orders (to be submitted within the given time)
- ◆ Physical and human resources
- ◆ Current industry practice
- ◆ Legal and organisational requirements
- ◆ Risk assessment and contingency planning

During the event an observation checklist should be used to confirm the candidate's ability to:

- ◆ Demonstrate leadership and decision making skills
- ◆ Demonstrate communication skills, including briefing sessions, allocation of tasks and training schedule for service
- ◆ Control food, other stocks and finance
- ◆ Comply with hygiene and health and safety requirements
- ◆ Monitor standards of service, including positive interaction with customers and colleagues and re-instatement of area
- ◆ Implementation of contingency plans if needed

On completion of the event, and after a debriefing session with the team, a report should be completed and should include a review of the performance and an evaluation of the operational plan with recommendations for improved future performance.

Analysis of customer comment cards and financial information should provide the basis for informed comment.

Higher National Unit specification: support notes (cont)

Unit title: Management of Food and Beverage Operations

Online and Distance Learning

This Unit is not very well suited to delivery by online or distance learning as this is a practical Unit, which involves group work and being part of a team.

Opportunities for developing Core Skills

The delivery of this Unit and subsequent assessment will provide the candidates with the opportunity to develop the Core Skills of *Communication*, *Problem Solving* and *Working with Others* at SCQF level 6 and *Information and Communication Technology (ICT)* at SCQF level 4.

Communication: Written Communication (Reading) at SCQF Level 6

In order to complete the Unit, candidates will have to carry out some research into their chosen theme/event. They should conduct academic research for a range of topics to confirm related management theories, legislation requirements, etc to be used in their justification of approach in the operational plan. They are required to read, understand and evaluate written communication.

Communication: Written Communication (Writing) at SCQF Level 6

In the planning for the theme/event candidates will be required to communicate with a range of stakeholders, ie sponsors, clients. This may take the form of a letter, email, social network site. They will produce written materials for the customers, eg feedback questionnaires, as well as communication to be included in their portfolios, eg theme/event briefing notes, team rota, planning tools.

In order to complete the Unit candidates will have to generate written evidence to demonstrate that they have achieved the requirements across all Outcomes, including portfolios presented to the prescribed standards and a formally structured evaluation report.

Problem Solving: Critical Thinking at SCQF Level 6

Candidates will analyse complex information to provide them with the best solution to problems that they encounter in the planning and implementation of the theme/event. Problem solving areas may include time management, resource management (ie staff and materials), managing budgets.

Problem Solving: Reviewing and Evaluating at SCQF Level 6

Candidates will have to critically evaluate their management of the theme/event. Analyse customer and team feedback, evaluate the effectiveness of individual and group contributions.

To do this candidates will require to make use of suitable evidence and to draw conclusions on the basis of which they are expected to make proposals to ensure continuous improvement for future activities.

Higher National Unit specification: support notes (cont)

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Working with Others: Working Co-operatively with Others at SCQF Level 6

The candidates will be required to work with team members to ensure their co-operation to implement the theme/event. In addition to working with their own team members, candidates will need to work with their counterparts in other teams (ie front of house/back of house as appropriate), as well as tutors, customers and other stakeholders.

They will negotiate and allocate the roles within the team and manage the team to meet the stated objectives for the theme/event as well as the required standard for service.

Candidates may support others in co-operative working by offering encouragement, sharing resources, modifying behaviour accordingly and handling conflict sensitively.

Information and Communication Technology: Accessing Information at SCQF Level 4

Candidates may use search engines and/or the internet to carry out research and find information to plan the theme/event. They may also use the internet to identify suppliers and source materials and equipment.

Information and Communication Technology: Providing/Creating Information at SCQF Level 4

Candidates may produce word processed documents and computer generated spreadsheets.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date

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General information for candidates

Unit title: Management of Food and Beverage Operations

This Unit is designed to enable you to bring together the skills and knowledge you gained in your HNC in Hospitality/Professional Cookery or your employment experience. You are expected to have prior knowledge, which you will be able to use in a practical management oriented way. You will be encouraged to work in small groups to develop a plan for running an event or activity, eg themed dinners or lunches, a fork/finger buffet or other industry fashioned ideas agreed with your tutor.

On the completion of this Unit you will have the ability to plan, manage and evaluate events or activities of a complex nature.

Your tutor will provide you with guidelines regarding minimum number of covers, use of resources, budget targets for costs and GPs and target markets, etc.

Outcome 1 looks at strategies, operational planning, finance, tasking and legal requirements. It forms the basis for success of the other two Outcomes by forming the actual operational plan. It is important that you spend sufficient time on these areas thus ensuring that you can proceed to the next stage and implement your plan.

Outcome 2 gives you the opportunity to manage the implementation the part of your plan that is concerned with the running of your chosen event or activity. You will demonstrate your leadership, decision making and communication skills and will be able to put into practise your knowledge of compliance with regards to health and safety. You will also demonstrate the ability to devise and implement control procedures for food, liquor, finance and customer care. Contingency planning and the ability to deviate from your plan if/when necessary to maintain standards and a smoothly running operation will form part of the assessment.

Outcome 3 allows you to analyse and evaluate your performance, customer reaction and the financial aspects of your plan. You will produce an evaluative report in a management style using appropriate graphics. Comparisons should be made between the operational plan and the actual event. Differences should be noted and commented upon and recommendations made for any future events of a similar nature.

You must provide evidence of the work you carry out for each assessment task and although you will be working in a group your work must be individual to you. You should put together a portfolio of containing the evidence of all your work. Relevant documents should be included in your portfolio as appendices and reference made to them where appropriate.