



## Higher National Unit specification: general information

This Graded Unit has been validated as part of the HND Hospitality Management. Centres are required to develop the assessment instrument in accordance with this validated specification. Centres wishing to use another type of Graded Unit or assessment instrument are required to submit proposals detailing the justification for change for validation.

**Graded Unit title:** Hospitality Management: Graded Unit 2

**Graded Unit code:** H318 35

**Type of Graded Unit:** Project

**Assessment Instrument:** Case Study

**Publication date:** August 2013

**Source:** Scottish Qualifications Authority

**Version:** 01

## Unit purpose

This Graded Unit is designed to provide evidence that the candidate has achieved the following principal aims of the HND Hospitality Management.

- ◆ Developing planning and analysis skills.
- ◆ Developing problem solving skills.
- ◆ Developing study and research skills.
- ◆ Developing critical and evaluative thinking.
- ◆ Apply and integrate knowledge and skills across hospitality management areas.
- ◆ Be prepared for employment within the hospitality industry in a team leading/supervisory level post.
- ◆ Gain leadership skills and a customer focused attitude through an understanding of the role of a team leader/supervisor.
- ◆ Be prepared for progression to further studies in hospitality or related disciplines.

## General information (cont)

### Recommended prior knowledge and skills

It is recommended that the candidate should have completed or be in the process of completing the following Units relating to the above specific aims prior to undertaking this Graded Unit:

- ◆ *Human Resource Management Practice*
- ◆ *Management of Food and Beverage Operations*
- ◆ *Accommodation Management*
- ◆ *Managing Hospitality Organisations 2*
- ◆ *Managing Financial Resources in Hospitality*
- ◆ *Work Experience*

### Credit points and level

2 Higher National Unit credits at SCQF level 8: (16 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.*

### Core Skills

Achievement of this Unit gives automatic certification of the following:

Complete Core Skills            *Problem Solving* at SCQF level 6

Core Skill component(s)        None

There are also opportunities to develop aspects of Core Skills which are highlighted in the Support Notes of this Unit specification.

### Assessment

This Graded Unit will be assessed by the use of *case study*. The developed case study should provide the candidate with the opportunity to produce evidence that demonstrates she/he has met the aims of the Graded Unit that it covers.

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 Graded Unit specification: instructions for designing the assessment task and assessing candidates

**Graded Unit title:** Hospitality Management: Graded Unit 2

### Conditions of assessment

The candidate should be given a date for completion of the case study. However, the instructions for the assessment task should be distributed to allow the candidate sufficient time to assimilate the details and carry out the assessment task. During the time between the distribution of the assessment task instructions and the completion date, assessors may answer questions, provide clarification, guidance and reasonable assistance. The assessment task should be marked as soon as possible after the completion date. The final grading given should reflect the quality of the candidate's evidence at the time of the completion date.

The evidence for the project is generated over time and involves three distinct stages, where each stage has to be achieved before the next is undertaken. Thus any re-assessment of stages must be undertaken before proceeding to the next stage.

If a candidate fails the project overall or wishes to upgrade, then this must be done using a *substantially different* project, ie all stages are undertaken using a new project, assignment, case study, etc. In this case, a candidate's grade will be based on the achievement in the re-assessment, if this results in a higher grade.

### Instructions for designing the assessment task

The assessment task is a project. The project undertaken by the candidate must be a complex task which involves:

- ◆ variables which are complex or unfamiliar
- ◆ relationships which need to be clarified
- ◆ a context which may be familiar or unfamiliar to the candidate

The assessment task must require the candidate to:

- ◆ analyse the task and decide on a course of action for undertaking the project
- ◆ plan and organise work and carry it through to completion
- ◆ reflect on what has been done and draw conclusions for the future
- ◆ produce evidence of meeting the aims which this Graded Unit has been designed to cover

### Guidance on grading candidates

Candidates who meet the minimum Evidence Requirements will have their achievement graded as C — competent, or A — highly competent or B somewhere between A and C. The grade related criteria to be used to judge candidate performance for this Graded Unit is specified in the following table.

## Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

**Graded Unit title:** Hospitality Management: Graded Unit 2

Grade A	Grade C
<p>Is a seamless, coherent piece of work which:</p> <ul style="list-style-type: none"> <li>◆ has sufficient evidence for the three essential stages of Planning, Developing and Evaluating, that is comprehensive, integrated and logical</li> <li>◆ demonstrates an accurate and imaginative interpretation of the project brief</li> <li>◆ demonstrates a highly focused, planned and systematic approach to the brief</li> <li>◆ provides extensive evidence of research and linking facts/findings in a coherent manner and meets the needs of the brief</li> <li>◆ uses language of a high standard in terms of level, accuracy and technical content as it relates to the hospitality industry</li> <li>◆ effectively consolidates and integrates required knowledge and skills</li> <li>◆ effectively justifies each stage of the project and decisions made in a logical and coherent manner</li> <li>◆ critically evaluates how the use of concepts, information, issues and research have been used to inform and influence own work</li> <li>◆ identifies and describes actions that would improve outcomes and meet the project brief objectives</li> <li>◆ demonstrates the candidate's ability to work autonomously with the minimum of support throughout the project</li> </ul>	<p>Is a co-ordinated piece of work which:</p> <ul style="list-style-type: none"> <li>◆ has sufficient evidence for the three essential stages of Planning, Developing and Evaluating, and is produced to an adequate standard</li> <li>◆ demonstrates an acceptable interpretation of the project brief</li> <li>◆ demonstrates an adequately focused and planned approach to the brief</li> <li>◆ provides clear evidence of research and linking facts/findings in a coherent manner and meets the needs of the brief</li> <li>◆ uses language of an adequate standard in terms of level, accuracy and technical content as it relates to the hospitality industry</li> <li>◆ consolidates and integrates knowledge and skills but this may lack some continuity and consistency</li> <li>◆ adequately justifies each stage of the project and decisions made</li> <li>◆ demonstrates an understanding of how the concepts, information, issues and research have been used to inform and influence own work</li> <li>◆ identifies and describes where improvements could have been made and project brief objectives met</li> <li>◆ demonstrates that the candidate has required reasonable support throughout the project</li> </ul>

The project will be marked out of 100. Assessors will mark each stage of the project, taking into account the criteria outlined. The marks will then be aggregated to arrive at an overall mark for the project. Assessors will then assign an overall grade to the candidate for this Graded Unit based on the following grade boundaries.

- A = 70%–100%
- B = 60%–69%
- C = 50%–59%

**NOTE:** The candidate must achieve all of the minimum evidence specified below for each stage of the project in order to achieve the Graded Unit.

## Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

**Graded Unit title:** Hospitality Management: Graded Unit 2

### Evidence Requirements

The project consists of three stages: planning; developing; and evaluating. The following table specifies the minimum evidence required to pass each stage.

**NOTE:** The candidate must achieve **all of the minimum evidence** specified below for each stage of the project in order to pass the Graded Unit.

Project stage	Minimum Evidence Requirements
Stage 1 — Planning 20%	<p>A portfolio of evidence which includes:</p> <ol style="list-style-type: none"> <li>1 The candidate's interpretation of the case study, an overview of their role and a summary of the issues.</li> <li>2 Identification of key topics for which research will be undertaken.</li> <li>3 A description of the methodology used including primary and secondary sources of research.</li> <li>4 Analysis and interpretation of the results of the research undertaken.</li> <li>5 Compilation of an action plan indicating timelines and research, including references and other sources of information, which reflects current industry practices or issues.</li> <li>6 Justification of approach used to compile the action plan</li> </ol> <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Planning stage.</i></p>
Project stage	Minimum Evidence Requirements
Stage 2 — Developing 60%	<p>A portfolio of evidence containing a realistic proposed plan for carrying out the case study requirements which reflects current industry practice:</p> <ol style="list-style-type: none"> <li>1 Identification of SMART strategic and operational objectives in relation to the case study.</li> <li>2 Identification and description of the constraints which may impact of the achievement of both the strategic and operational objectives.</li> <li>3 A description of proposed strategies that could be used to meet all objectives.</li> <li>4 A description of current legislative requirements that need to be adhered to for the candidates' proposals.</li> <li>5 Justification of the recommendations made.</li> </ol> <p><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Developing stage.</i></p>

Project stage	Minimum Evidence Requirements
Stage 3 —  Evaluating  20%	<p data-bbox="469 271 1059 300"><i>A portfolio of evidence which concludes with:</i></p> <p data-bbox="469 338 839 367"><i>An evaluation which should:</i></p> <ol data-bbox="469 412 1394 770" style="list-style-type: none"> <li>1 Provide an overview of the approach taken during the planning and developing stages.</li> <li>2 Identify and describe areas of the plan that were changed during the Developing stage, eg task list, timeframes, sources of research.</li> <li>3 Provide an analysis of the effectiveness of the research methods used.</li> <li>4 Provide an assessment of strengths and weaknesses identified while undertaking the project.</li> <li>5 Identify any knowledge and skill which have been gained or developed in undertaking the project.</li> </ol>
	<p data-bbox="469 808 1342 875"><i>The candidate must achieve all of the minimum evidence specified above in order to pass the Evaluating stage.</i></p>

## Support notes

Candidates should be provided with information about the Graded Unit as early as possible but centres must ensure that candidates have all the required knowledge and skills as laid out at the beginning of this Graded Unit specification. Candidates must work independently but must also be supported throughout the process and effective tools such as progress logs or diaries should be used to motivate and monitor the candidates' work. An appointment system for progress interviews with candidates should be identified at an early stage of the project.

As identified within this Graded Unit specification, projects should be assessed at each stage against minimum Evidence Requirements and candidates should only progress to the next stage when they have met the minimum Evidence Requirements of the previous stage. Candidates should be given a date for submission of each stage, if dates given are not met then the college's internal policy on missed deadlines will apply. At the end of each stage there should be opportunities for remediation and re-assessment on that particular stage. However, any remediation/re-assessment will have an impact on grading as the degree of autonomous working is a criterion for a grade A.

If a candidate fails the project overall or wishes to upgrade, then this must be done using a *substantially different* project, ie all stages should be undertaken using a new project, case study, etc. In this case, a candidate's grade should be based on the achievement in the new project, if this results in a higher grade. It should be noted that the nature of a project based Graded Unit may not provide the opportunity for candidates to undertake a substantially different project within the same academic year.

## Higher National Graded Unit specification: instructions for designing the assessment task and assessing candidates (cont)

### Graded Unit title: Hospitality Management: Graded Unit 2

Where appropriate, candidate portfolios should also include the following:

- ◆ Contents page
- ◆ Industrial contacts
- ◆ Acknowledgement of sources and references
- ◆ Research undertaken

Portfolios should also provide the opportunity to demonstrate candidates:

- ◆ knowledge of the hospitality industry and industry standards
- ◆ subject knowledge
- ◆ understanding of the role of a manager
- ◆ presentation skills

For further information regarding the implementation of Graded Units please refer to the SQA publication *Guidance for the Implementation of Graded Units in Higher National Certificates and Higher National Diplomas* Publication date: April 2008. Publication code: CA4405.

This Unit has the Core Skill of *Problem Solving* embedded in it. This means that when candidates achieve the Unit, Their Core Skills profile will also be updated to show they have achieved *Problem Solving* at SCQF level 6.

### 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](http://www.sqa.org.uk/assessmentarrangements)

## History of changes to Unit

Version	Description of change	Date

© Scottish Qualifications Authority 2013

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Business Development and Customer Support team, telephone 0303 333 0330.

## General information for candidates

### Graded Unit title: Hospitality Management: Graded Unit 2

This Unit will give you the opportunity to demonstrate your ability to integrate, evaluate and apply the knowledge and skills you have gained from a range of Units from the HND in Hospitality Management, and should therefore be completed toward the end of your course. You will be allocated a grade of A, B or C on successful completion of the project.

Typically the Graded Unit assessment is a project which takes the form of a case study describing a fictitious event, in which you will be expected to assume the role of the general manager.

The Graded Unit project is in three stages, planning, developing and evaluating. The work you produce for each stage of the project will form a portfolio of evidence.

The requirements for each stage must be met before you will be allowed to progress to the next. You will be given a deadline for the completion of each stage, please note that late submissions could be penalised in line with your centre's internal policy and could affect your grade.

The first stage is the **planning** stage. You will have to read the case study scenario and think about what you know and you will have carry out research on the things you don't know about. You will identify the key tasks of the project and compile an action plan indicating timelines, references and sources of information.

The next stage is the **developing** stage and is when you will detail your proposal. Your proposal should identify constraints, include a realistic plan for carrying out the project brief and consider legislative requirements.

The final stage is the **evaluating** stage. For this stage you have to look back and comment on your approach to the project, how your planning went, how the developing went and comment on how this experience was in terms of the decisions you made, positive aspects of the process and what improvements you would make should you undertake a project again.

Where appropriate, your portfolio should also include the following:

- ◆ Contents page
- ◆ Industrial contacts
- ◆ Acknowledgement of sources and references
- ◆ Research undertaken

Your portfolio should also give you the opportunity to demonstrate your:

- ◆ knowledge of the hospitality industry and industry standards
- ◆ subject knowledge
- ◆ understanding of the role of a manager
- ◆ presentation skills

Remember that a grade will not be given until the final stage is complete and your work can be viewed as a whole. Grades are subject to external verification by SQA.

## **General information for candidates (cont)**

You will be given the opportunity during tutorials and/or progress interviews to discuss your progress. Feedback will be ongoing as part of the process and you will be encouraged to use a log book which you should maintain throughout your project and take to tutorials and/or progress interviews. This is your opportunity to discuss the work you have undertaken and agree next steps.

In undertaking this project you are required to display your ability to work independently to meet the standards required. At the same time, however, you will be under supervision and may need some support from your tutor. Reasonable assistance can be given, however, if you require more than what is deemed to be reasonable this will affect your grade as the degree of autonomous working is a criterion for a grade A.

Arrangements for remediation and re-assessment will be in line with your centre's policy, however, if for any reason you were to be unsuccessful in the project overall, re-assessment must be on a substantially different project. It should be noted that your centre may not be able to provide the opportunity to undertake a substantially different project within the same academic year.