**Higher National Unit Specification**

**General information**

**Unit title:**     Managing Hospitality Organisations (SCQF level 7)

**Unit code:**   J3W0 34

**Superclass:**          NA

**Publication date:**      January 2020

**Source:**               Scottish Qualifications Authority

**Version:**              01

## Unit purpose

This unit is designed to enable learners to develop an understanding of the managerial skills used in the decision-making, planning and control processes within hospitality organisations.

This unit is mandatory in the Higher National Diploma (HND) in Hospitality Management at SCQF level 8. It can also be undertaken as a standalone unit.

This unit is also part of a suite of units at SCQF levels 5–8 that explore the hospitality industry. It is suitable for learners who have an interest in pursuing a career in the hospitality industry.

## Outcomes

On successful completion of the unit the learner will be able to:

1    Analyse decision making processes used within a hospitality organisation.
2    Explain the role and importance of planning within hospitality organisations.
3    Explain the stages of the control process and their relationship to planning.

## Credit points and level

1 Higher National Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7)

## Higher National Unit Specification: General information (cont)

**Unit title:** Managing Hospitality Organisations (SCQF level 7)

## Recommended entry to the unit

Access to this unit is at the discretion of the centre. However, it is recommended that learners have achieved a relevant qualification at SCQF level 6 and/or have suitable industrial experience before undertaking this unit.

## Core Skills

Achievement of this Unit gives automatic certification of the following Core Skills component:

Core Skill component          Critical Thinking at SCQF level 6

## 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 Support Pack (ASP) for this unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable assessment. Centres wishing to develop their own assessments should refer to the ASP to ensure a comparable standard. A list of existing ASPs is available to download from SQA's website **(http://www.sqa.org.uk/sqa/46233.2769.html)**.

## 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**.

# Higher National Unit Specification: Statement of standards

## Unit title: Managing Hospitality Organisations (SCQF level 7)

Acceptable performance in this unit will be the satisfactory achievement of the standards set out in this part of the unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

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. Learners 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

Analyse decision making processes used within a hospitality organisation.

## Knowledge and/or skills

♦ Definition and diagnosis of problems and/or issues
♦ Factors that influence decision making
♦ Stages in the decision making process
♦ Decision making techniques
♦ Levels of decision making
♦ Carrying out research and managing information
♦ The impact of ethical problems
♦ Evaluation of the decision making process
♦ Researching and managing information

# Outcome 2

Explain the role and importance of planning within hospitality organisations.

## Knowledge and/or skills

♦ The role of planning
♦ Stages in the planning process
♦ Constraints within the planning process
♦ Identification of organisational goals
♦ Organisational and operational objectives
♦ Evaluation of the planning process

# Outcome 3

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

## Knowledge and/or skills

♦ Stages in the control process
♦ Standards and procedures
♦ Monitoring techniques
♦ Evaluation
♦ Types of corrective action
♦ Maintaining quality standards
♦ Individual and team contribution to planning and control

# Higher National Unit Specification: Statement of standards (cont)

**Unit title:** Managing Hospitality Organisations (SCQF level 7)

## Evidence requirements for this unit

Learners will need to provide evidence to demonstrate their knowledge and/or skills across all outcomes. Evidence should be generated under controlled conditions.

### Outcome 1

♦ Identify the factors that influence decision making
♦ Identify and describe the stages of the decision making process
♦ Briefly describe the decision making levels:
  — Individual
  — Group
  — Organisational
  — Strategic
  — Tactical
  — Operational
♦ Identify and briefly describe qualitative and quantitative decision making techniques
♦ Explain the impact of ethical problems on decision making
♦ Evaluate the effectiveness of the decision making process used by a given hospitality organisation and identify areas for improvement

### Outcome 2

♦ Explain what organisational goals and objectives are
♦ Explain what organisational policies are
♦ Identify the relationships between objectives and planning
♦ Identify the stages of the planning process and explain why planning is important
♦ Identify constraints within the planning process
♦ Evaluate the planning processes used by a given hospitality organisation

### Outcome 3

♦ Identify the stages involved in the control process
♦ Identify monitoring techniques
♦ Evaluate the control processes used by a given hospitality organisation and suggest:
  — Corrective action
  — How quality standards can be maintained

# Higher National Unit Support Notes

**Unit title:**     Managing Hospitality Organisations (SCQF level 7)

Unit support notes are offered as guidance and 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 focus of this unit is on the practical application of theory and developing learners understanding of the importance of decision making, planning and control processes used 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 that occur in hospitality organisations. Learners may be given a variety of situations and encouraged to apply the decision making process to each scenario. The quantitative and qualitative techniques which could be used to assist in the process and the evaluation of the whole decision making process should be covered. Learners will also be required to explore the issues of ethical dilemmas that affect organisations.

### Outcome 2

The planning process should be examined in relation to the goals and objectives of an organisation. The factors affecting short, medium and long term planning should be considered. Learners should be given the opportunity to apply the stages of the planning process to a range of situations within the hospitality industry. The constraints that could impact on planning should also be outlined along with the evaluation of the planning process and the impact on the future of the organisation.

### Outcome 3

This outcome should be linked to Outcome 2 — the examples used to illustrate the planning process in Outcome 2 should be used to demonstrate the stages of the control process thereby demonstrating the relationship between planning and control. Monitoring techniques such as observation, checklists and sampling could 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 a hospitality organisation, along with other systems and procedures that could be introduced.

## Higher National Unit Support Notes (cont)

**Unit title:** Managing Hospitality Organisations (SCQF level 7)

## Guidance on approaches to delivery of this unit

The unit should incorporate a variety of approaches to teaching and learning and may include:

♦ Lectures
♦ Industry visits
♦ Guest speakers
♦ Videos
♦ A variety of resource materials
♦ Group work

Teaching staff delivering this unit must have a good understanding of managerial skills relating to decision making, the planning process and control methods used within organisations and in particular knowledge of the hospitality industry.

It is recommended that learners have the opportunity to visit a hospitality organisation to discuss with appropriate staff how management processes are implemented in their organisation. This unit could also be linked with the HN Unit *Work Placement* at SCQF level 7.

## Guidance on approaches to assessment of this unit

Evidence can be generated using different types of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

Questions based on case studies relating to a hospitality organisation could be used to assess this unit. Due to the integrative nature of the outcomes in this unit, it may be possible for one comprehensive case study to be produced that would to allow leaners to demonstrate their competence for the whole unit. If a single case study is used, it is not essential for all the questions relating to the different outcomes to be assessed at the same time. Evidence should be generated under controlled conditions.

## Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the evidence requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at **www.sqa.org.uk/e-assessment**.

# Higher National Unit Support Notes (cont)

**Unit title:** Managing Hospitality Organisations (SCQF level 7)

## Opportunities for developing Core and other essential skills

Completion of this unit may provide opportunities to develop aspects of the following Core Skills:

*Problem Solving*: **Critical Thinking at SCQF level 6**

For all outcomes, learners will be demonstrating the Core Skill component of Critical Thinking at SCQF level 6 in order to meet the evidence requirements for this unit. This includes:

♦ Identifying the factors that influence decision making
♦ Describing the stages of the decision making, planning and control processes
♦ Identifying the level of decision making
♦ Describing qualitative and quantitative decision making techniques
♦ Explaining the impact of ethical problems on decision making
♦ Explaining what organisational goals, objectives and policies are
♦ Identifying the relationships between objectives and planning
♦ Identifying constraints
♦ Identifying monitoring techniques
♦ Evaluating the decision making, planning and control processes used by a given hospitality organisation and identifying areas for improvement/corrective actions

*Problem Solving*: **Reviewing and Evaluating at SCQF level 6**

For all outcomes, learners will be demonstrating the Core Skill component of Reviewing and Evaluating at SCQF level 6 in order to meet the evidence requirements for this unit. This includes evaluating the decision making, planning and control processes used by a given hospitality organisation and identifying areas for improvement/corrective actions

*Communication*: **Written Communication (Reading) at SCQF level 6**

For all outcomes, learners will be demonstrating the Core Skill component of Written Communication (Reading) at SCQF level 6 in order to meet the evidence requirements for this unit. This includes reading, understanding and evaluating complex managerial information from a wide variety of sources in order to demonstrate their understanding of the managerial skills used in the decision-making, planning and control processes within hospitality organisations.

The Critical Thinking component of Problem Solving at SCQF level 6 is embedded in this unit. When a learner achieves the unit, their Core Skills profile will also be updated to include this component.

## History of changes to unit

| Version | Description of change | Date |
|---|---|---|
| 02 | Core Skills Component Problem Solving at SCQF level 6 embedded. | 27/02/20 |
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## General information for learners

## Unit title: Managing Hospitality Organisations (SCQF level 7)

This section will help you decide whether this is the unit for you by explaining what the unit is about, what you should know or be able to do before you start, what you will need to do during the unit and opportunities for further learning and employment.

This unit is designed to enable you to develop an understanding of the managerial skills used in the decision-making, planning and control processes within hospitality organisations.

It is recommended that you have achieved a relevant qualification at SCQF level 6 and/or have suitable industrial experience before undertaking this unit.

You will be assessed on your knowledge and understanding of decision-making, planning and control processes used by managers in the hospitality industry. The assessments are likely to take the form of questions based on case study scenarios.

On successful completion of the unit, you will be able to:

1    Analyse decision making processes used within a hospitality organisation.
2    Explain the role and importance of planning within hospitality organisations.
3    Explain the stages of the control process and their relationship to planning.

Completion of this unit will also enable you to develop the following Core Skills:

♦    *Problem Solving*: Critical Thinking at SCQF level 6
♦    *Problem Solving*: Reviewing and Evaluating at SCQF level 6
♦    *Communication*: Written Communication (Reading) at SCQF level 6

On completion of this unit, you could progress to other qualifications in Hospitality Management at SCQF level 7 or above and/or seek employment in the hospitality industry.

The Critical Thinking component of Problem Solving at SCQF level 6 is embedded in this unit. When a learner achieves the unit, their Core Skills profile will also be updated to include this component.