Higher National Unit Specification

General information

Unit title: Managing Hospitality Organisations (SCQF level 8)

Unit code: J3W1 35

Superclass:	NA
Publication date:	January 2020
Source:	Scottish Qualifications Authority
Version:	02

Unit purpose

This unit is designed to introduce learners to the concepts and theories underlying management practice. Learners will develop the skills to apply these concepts and theories to motivate and lead teams of staff and to manage change within a hospitality organisation.

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   Describe the structure and management of organisations in the hospitality industry.
2   Analyse the factors that influence workplace performance in the hospitality industry.
3   Devise strategies for the implementation and management of change within a hospitality organisation.

Credit points and level

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

Higher National Unit Specification: General information (cont)

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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 7 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

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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

Describe the structure and management of organisations in the hospitality industry.

Knowledge and/or skills

♦   Define the term organisation
♦   Formal/informal organisation
♦   Values, ethics and responsibilities of organisations
♦   External factors that affect organisations
♦   Legislative requirements
♦   Different management styles
♦   Management roles and activities
♦   Management effectiveness
♦   The importance of leadership as part of the management process

Outcome 2

Analyse the factors that influence workplace performance in the hospitality industry.

Knowledge and/or skills

♦   Factors that influence motivation at work
♦   Motivational theories
♦   Individual differences that may affect performance
♦   Nature and theories of team work
♦   Team cohesiveness and performance
♦   Main factors influencing team work
♦   Methods/tools that can be used to improve job performance
♦   Performance review
♦   Training and development
♦   Grievance and disciplinary procedures

Higher National Unit Specification: Statement of standards (cont)

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Outcome 3

Devise strategies for the implementation of change management within a hospitality organisation.

Knowledge and/or skills

♦   Vision for change
♦   Factors that influence a change strategy
♦   The internal environment
♦   The process of change
♦   Leading individuals and teams through the process of change
♦   Resources necessary in the process of change
♦   Reasons for resistance to change
♦   Overcoming resistance or barriers to change management
♦   Managing expectations of key stakeholders
♦   Consequences of proposed changes

Higher National Unit Specification: Statement of standards (cont)

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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

♦ Describe formal and informal organisational structures
♦ Identify two different management styles
♦ Explain the key roles of an effective manager
♦ Identify two different leadership approaches
♦ Explain the importance of leadership as part of the management process
♦ Suggest a suitable management style for a given hospitality organisation

Outcome 2

♦ Identify factors that could influence motivation in a given situation
♦ Analyse two different motivational theories and recommend one that could be applied to motivate employees in a given hospitality organisation
♦ Explain the importance of team work and relate to a given situation
♦ Identify factors that affect team cohesiveness and performance in a given situation
♦ Identify management tools that can be used to improve performance

Outcome 3

♦ Explain the vision for change
♦ Identify causes of resistance to change
♦ Identify an appropriate change management strategy for a given hospitality organisation
♦ Develop a strategy to lead individuals and teams in a given hospitality organisation through the process of change
♦ Describe the impact of change on key stakeholders of a given hospitality organisation
♦ Identify and explain the possible consequences of changes on a given hospitality organisation

Higher National Unit Support Notes

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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 unit aims to focus on the practical application of theory to describe and explain different management approaches used within a range of hospitality organisations.

Outcome 1

This outcome sets the scene by providing the learner with an overview of the basic nature and functioning of work organisations in general. Topics should include:

♦   formal and informal structures
♦   the values, ethics and responsibilities of organisations
♦   the external factors that impact on organisation including legislative compliance

The outcome also looks at the distinction between leadership and management, the various components of management and the importance of leadership as part of the management process. Learners should research and discuss current commercial organisations and management styles.

The key roles of an effective manager and the importance of leadership should be discussed. At least two leadership approaches and two management styles should be explored. Learners could apply their knowledge and understanding by suggesting the most suitable style or approach for a given situation relating to an organisation in the hospitality industry.

Outcome 2

Theories of motivation and their relevance within the hospitality industry could be explored. Discussions could focus on ways in which hospitality industry managers can motivate staff to work towards organisational goals.

Learners should investigate at least two different theories of motivation in order to be able to make recommendations for the motivation of employees in a given situation relating to the hospitality industry. The importance of team work within hospitality and the development of a cohesive team should be discussed. The management tools that support workplace performance should be covered, for example:

♦   training
♦   performance reviews
♦   grievance and disciplinary procedures

Higher National Unit Support Notes (cont)

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Outcome 3

Lecturers should raise awareness that change itself can be viewed with great suspicion and distrust — whether or not the change will actually be beneficial to the employee and customers. Reasons for the resistance to change should be explored and the necessity for a considered, managed, communicative approach to change should be stressed.

The fact that change is unavoidable and becoming more rapid as our society develops should be presented. It would probably be helpful for learners' later experiences if the positive and opportunistic aspects of change underpin their exposure to the concept of change in hospitality organisations.

At least four of the main factors that contribute to the unsuccessful management of change should be identified.

Learners could apply their knowledge and understanding by developing strategies to lead individuals and teams through the process of change, identify the consequences of change on an organisation and the impact on the key stakeholders.

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 organisational structures and line management responsibility. Knowledge of human resource management would also be beneficial in the delivery of this unit.

It is recommended that learners have the opportunity to visit a hospitality organisation to give them an insight into how the structure and line management responsibilities are implemented within hospitality organisations. 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.

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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**.

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 organisational structures, analysing management and leadership processes and devising strategies for the implementation and management of change.

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 analysing motivational theories and making recommendations for Outcome 1 and for Outcome 3 when they identify and explain the possible consequences of changes on a hospitality organisation.

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 organisation structures and the managerial skills required to devise strategies for the implementation of change 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

General information for learners

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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 introduce you to the concepts and theories underlying management practice. You will develop the skills to apply these concepts and theories to motivate and lead teams of staff and to manage change within a hospitality organisation.

It is recommended that you have achieved a relevant qualification at SCQF level 7 and/or have suitable industrial experience before undertaking this unit.

You will be assessed on your knowledge and understanding of organisational structures, the skills required to manage performance and devise strategies for the implementation of change within organisations 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   Describe the structure and management of organisations in the hospitality industry.
2   Analyse the factors that influence workplace performance in the hospitality industry.
3   Devise strategies for the implementation and management of change within a hospitality organisation.

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 8 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.