National Unit Specification

General information

Unit title: Leading a Hospitality Team (SCQF level 6)

Unit code: J1NX 46

Superclass:	NA
Publication date:	May 2019
Source:	Scottish Qualifications Authority
Version:	02

Unit purpose

This unit is designed to enable learners to develop knowledge and understanding of the interpersonal skills required to lead a team in the hospitality industry. It focuses on the need to provide direction, motivation and support to team members in order to achieve both team and personal work objectives.

The unit is aimed at learners who are interested in pursuing a career in the hospitality industry and aspire to a leadership role in the future.

This unit is mandatory in the National Certificate (NC) in Hospitality Operations at SCQF level 6. It can also be delivered as a stand-alone unit.

Outcomes

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

1   Investigate methods of workplace communication.
2   Investigate techniques for coaching and mentoring team members.
3   Apply communication, coaching and mentoring skills in a hospitality environment.

Credit points and level

1 National Unit credit at SCQF level 6 (6 SCQF credit point at SCQF level 6)

National Unit Specification: General information (cont)

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Recommended entry to the unit

Entry is at the discretion of the centre, however learners would benefit from having attained:

♦ A course or unit in Customer Care at SCQF level 5 or equivalent
♦ A course or unit in Hospitality at SCQF level 5 or equivalent
♦ Relevant work experience

Core Skills

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

Core Skill component   Critical Thinking at SCQF level
Planning and Organising at SCQF level 5
Working Co-operatively with Others at SCQF level 5

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

Context for delivery

If this unit is delivered as part of the 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**.

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.

Outcome 1

Investigate methods of workplace communication.

Performance criteria

(a) Describe various methods of workplace communication
(b) Explain how to set work objectives
(c) Explain the purpose of communicating the objectives of the team
(d) Describe ways in which personal work objectives can contribute to achievement of team objectives

Outcome 2

Investigate techniques for coaching and mentoring team members.

Performance criteria

(a) Describe a range of techniques that can be used to coach and mentor team members
(b) Identify methods that can be used to overcome difficulties and challenges
(c) Identify ways of encouraging creativity and innovation within a team

Outcome 3

Apply communication, coaching and mentoring skills in a hospitality environment.

Performance criteria

(a) Set objectives for individual team members and the overall team
(b) Use effective communication techniques to brief a team on planned work tasks
(c) Delegate tasks appropriately and encourage team members to show initiative
(d) Provide advice, support and guidance to team members
(e) Debrief the team and give members a chance to present their own ideas

National Unit Specification: Statement of standards (cont)

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Evidence requirements for this unit

Evidence is required to demonstrate that learners have achieved all outcomes and performance criteria.

Outcome 1 and 2 — Knowledge evidence

Learners are required to provide written or oral evidence on a single assessment occasion. The evidence must include:

♦ A description of different ways of communicating effectively in the workplace
♦ An explanation of how to set work objectives, should include:
— Personal objectives
— Team objectives
♦ An explanation of the purpose of communicating the objectives of the team
♦ A description of ways in which personal work objectives can contribute to achievement of the team's objectives
♦ A description of a minimum of three techniques that can be used to coach, mentor, motivate and support team members
♦ An overview of the types of difficulties and challenges that may arise in the workplace including: conflict, diversity or inclusion issues within the team
♦ Identification of methods than can be used to overcome difficulties and challenges
♦ Identification of ways of encouraging creativity and innovation within a team
♦ An outline of the benefits of recognising and encouraging creativity and innovation within a team

Evidence should be generated in open-book, controlled conditions. If learners respond orally, the lecturer/teacher must complete an assessor checklist.

Outcome 3 — Performance evidence

Learners are required to demonstrate their knowledge and skills by practical activity on a minimum of one occasion. Evidence is required to demonstrate that learners are able to:

♦ Set objectives for individual team members and the overall team
♦ Use effective communication techniques to brief the team on planned work tasks
♦ Delegate tasks appropriately and encourage team members to show initiative
♦ Develop the trust and support of their team
♦ Provide advice, support and guidance to team members, this should include:
— Motivating team members
— Encouraging team members to achieve their personal work objectives and those of the team
— Provide guidance overcome difficulties and challenges, for example; conflict, diversity or inclusion issues within the team
♦ Debrief the team and give team members a chance to present their own ideas

Outcome 3 should be assessed through observing learners in a realistic working environment. Learners must be observed on at least one occasion and an observation checklist completed by the lecturer/teacher for each learner.

Questioning may be used to supplement the performance evidence if the observation does not fully cover the requirements of the outcome.

National Unit Support Notes

Unit title: Leading a Hospitality Team (SCQF level 6)

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

This unit is mandatory in the National Certificate (NC) in Hospitality Operations at SCQF level 6. It can also be delivered as a stand-alone unit.

This unit is designed to enable learners to develop knowledge and understanding of the interpersonal skills required to lead a team in the hospitality industry. It focuses on the need to provide direction, motivation and support to team members in order to achieve both team and personal work objectives.

The importance of leading by example, setting achievable objectives, giving support and guidance to team members to help them meet their own work objectives and those of the overall team should be emphasised.

Learners should be directed to investigate a wide range of communication methods, leadership styles and motivational tools used by different hospitality organisations.

The impact of a poorly trained and de-motivated workforce on hospitality business could also be discussed.

Outcome 1

This outcome covers methods of workplace communication and should include:

♦   An overview on team leadership and the importance of communication within a team
♦   The various methods of communication should be discussed
♦   How to set objectives
♦   The purpose of communicating the team's objectives to the team
♦   An emphasis on the importance of achieving personal work objectives and the impact for the team's objectives

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Outcome 2

This outcome covers coaching and mentoring techniques and should include:

♦ An introduction to different leadership styles
♦ Different techniques and tools that can be used to coach and mentor team members
♦ The various ways of encouraging creativity and innovation within the team should be covered
♦ The types of difficulties and challenges that may arise including, conflicts, diversity and inclusion issues
♦ Identification of ways of overcoming difficulties and challenges

Outcome 3

This Outcomes gives learners the opportunity to put into practice the theoretical elements developed in Outcomes 1 and 2. Each learner should adopt a team leader role and lead a small team in a hospitality environment to complete a given task(s), for example:

♦ Produce the food for a lunch service
♦ Provide a food and/or beverage service in a restaurant

During the practical assignment the team leader must:

♦ Brief their team on the planned work tasks
♦ Set objectives
♦ Encourage team member to achieve their personal work objectives and as well as those of the team
♦ Develop the trust and support of their team
♦ Encourage the team members to show initiative
♦ Guide the team to overcome difficulties and challenges, for example: conflict, diversity and inclusion issues within the team
♦ Provide advice, support and guidance to team members
♦ Motivate team members
♦ Debrief the team and give team members a chance to present their own ideas

Guidance on approaches to delivery of this unit

This unit requires access to a real/realistic working hospitality environment.

Delivery of this unit could be integrated with the units *Food and Beverage Operations* at SCQF level 6 and *Customer Care Excellence in Hospitality* at SCQF level 6.

The emphasis of this unit should be about the importance of leading by example, setting achievable objectives, giving support and guidance to team members to help them meet their own work objectives and those of the overall.

National Unit Support Notes (cont)

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A wide range of techniques can be employed to deliver this unit, such as:

♦ Group discussions and exercises
♦ Role plays and practical activities
♦ The use of videos
♦ Guest speakers

Learner should be encouraged to use of the internet, magazines and/or trade journals to research communication techniques, leadership styles and coaching, mentoring and motivational tools used within the hospitality industry.

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.

Short answer questions could be used to assess Outcome 1 and 2. The assessment should take place in open-book, controlled conditions on a single occasion.

Assessment of Outcome 3 should take place in a hospitality workplace, or a realistic working environment. It may be possible to integrate this assessment of this outcome with the assessments for the practical assignments in the units *Food and Beverage Operations* at SCQF level 6 and *Customer Care Excellence in Hospitality* at SCQF level 6. If necessary questioning may be used to supplement performance evidence that does not occur naturally during the practical activity.

Lecturers/teachers should to complete an observational checklist for each learner.

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**.

National Unit Support Notes (cont)

Unit title: Leading a Hospitality Team (SCQF level 6)

Opportunities for developing Core and other essential skills

***Communication*: Oral Communication at SCQF level 5**

For Outcome 3 learners will take part in a practical activity where they will apply their communication and team leading skills. During which they will be required to lead and support a team to carry out tasks in a hospitality environment, this will include:

♦   Briefing the team and delegating tasks
♦   Encouraging and supporting team members to meet objectives and show initiative
♦   Guiding the team to overcome difficulties and challenges

In doing so, they will be demonstrating the Core Skill component of Oral Communication at SCQF level 5.

***Problem Solving*: Critical Thinking at SCQF level 5**

For all outcomes, learners will identify and assess the relevance of a range of factors involved in leading a team in the hospitality industry, for example:

♦   Different methods of workplace communication
♦   Coaching and mentoring techniques
♦   The impact of social media on hospitality organisations
♦   Leading and supporting to a small team carry out tasks in a hospitality environment

In doing so, learners will be demonstrating the Core Skill component of Critical Thinking at SCQF level 5

***Problem Solving*: Planning and Organising at SCQF level 5**

For Outcome 3, learners are required to take part in a practical activity where they will lead and support a team in a hospitality environment to perform a given tasks.

In preparation for this activity, learners will brief their team on the planned tasks. The will also set objectives and allocate tasks. When carrying out the activity, learners will provide support, guidance and encouragement to team members to enable to meet their objectives. Therefore, they will demonstrating the Core Skill component of Planning and Organising at SCQF level 5.

***Working with Others*: Working Co-operatively with Others at SCQF level 5**

For Outcome 3, learners are required to take part in a practical activity where they will lead and support a team in a hospitality environment to perform given tasks. This will involve using effective communication techniques to provide support, guidance and encouragement to team members. They will also help team members to deal with difficulties or challenges. Therefore, they will be demonstrating the Core Skill component of Working Co-operatively with Others at SCQF level 5.

National Unit Support Notes (cont)

Unit title: Leading a Hospitality Team (SCQF level 6)

The Critical Thinking and Planning and Organising components of Problem Solving at SCQF level 5 and The Working Co-operatively with Others component of Working with Others at SCQF level 5 are embedded in this unit. When a learner achieves these units, their Core Skills profile will also be updated to include these components.

History of changes to unit

Version	Description of change	Date
02	Core Skills Components Critical Thinking, Planning and Organising and Working Co-operatively with Others at SCQF level 5 embedded.	17/5/19

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 learners

Unit title: Leading a Hospitality Team (SCQF level 6)

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 knowledge and understanding of the interpersonal skills required to lead a team in the hospitality industry. It focuses on the need to provide direction, motivation and support to team members in order to achieve both team and personal work objectives.

The unit is aimed at those who are interested in pursuing a career in the hospitality industry and aspire to a leadership role in the future.

You would normally be expected to have achieved one of the following before undertaking this unit:

♦   Units in Customer Care and/or Hospitality at SCQF level 5 or equivalent
♦   Relevant work experience

You are likely to be required to answer questions to demonstrate your knowledge and understanding of the theory elements in this unit.

You will also take part in a practical activity where you will assume the role of a team leader and lead a small team in a hospitality environment to complete a given task, such as, producing the food for a lunch service or serving food and/or beverages. Your lecturer/teacher will observe you during the practical activity and assess your communication, team leadership, coaching and mentoring skills.

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

♦   *Communication*: Oral Communication at SCQF level 5
♦   *Problem Solving*: Critical Thinking at SCQF level 5
♦   *Problem Solving*: Planning and Organising at SCQF level 5
♦   *Working with Others*: Working Co-operatively with Others at SCQF level 5

The Critical Thinking and Planning and Organising components of Problem Solving at SCQF level 5 and The Woking Co-operatively with Others component of Working with Other at SCQF level 5 are embedded in this unit. When a learner achieves these units, their Core Skills profile will also be updated to include these components.