

Criteria for the Diploma Qualifications in Hospitality at Foundation, Higher and Advanced Levels

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The criteria

Introduction

1. The purpose of this document is to record a full set of criteria for principal learning for the Diploma in Hospitality at levels 1, 2 and 3. It also sets out the aims for the overall Diploma in Hospitality.
2. This document should be read in conjunction with the Ofqual document *Criteria for Accreditation of Foundation, Higher and Advanced Diploma Qualifications*, which defines the overarching criteria for all Diplomas at levels 1, 2 and 3 representing the industries covered. All references to guided learning hours (GLH) within this document are for the purposes of ensuring that there is sufficient content specified at each level to enable the design of qualifications. GLH are not intended to indicate final unit sizes or design.

Aims

3. The general aims of the Diplomas are identified in Section 2 of the document *Criteria for Accreditation of Foundation, Higher and Advanced Diploma Qualifications*. The Diploma in Hospitality is for all learners. However, it has particular relevance to those 14- to 19-year-olds who seek to acquire knowledge and understanding and develop skills in the broad context of the hospitality industry to enable them to progress into employment, training or further or higher education.

Themes

4. There are four themes that permeate the Diploma in Hospitality, under which the Diploma topics are grouped. The development of the themes through the three levels should reflect the increasing demands on learners' acquisition of the relevant knowledge, understanding and skills. As detailed elsewhere, the emphasis across all four themes should be one of practical learning and the development and integration of learners' functional and personal, learning and thinking skills (PLTS).

The four themes are:

- The hospitality industry;
- People in the hospitality industry;
- Business and finance in the hospitality industry;
- Hospitality operations.

Theme A: The hospitality industry

5. This theme introduces learners to the fundamentals of the sector and the range, variety and relevance of the industry to the UK economy, the pervasive nature of the industry and the excitement which comes from working within it. As an initial theme for the sector learners should be introduced as quickly as possible to the practical nature of the industry. It is important that they are stimulated and enthusiastic about the opportunities for employment and career progression in the industry as well as it being a really exciting and relevant subject to study.
6. At all levels, this theme should promote an interest in the extensive range of activities and establishments the industry embraces, and develop in learners an understanding of the fundamentals of good customer service and an ability to use hospitality terminology correctly in their work. It is particularly important that learners at level 3 appreciate how legislation impinges on establishments' ability to deliver the customer service which meets the needs of all customers.
7. Through the units covered under this theme learners will develop those personal skills which can be applied more specifically to hospitality environments, possibly as part of their work experience or as an integral part of their Diploma project.

Theme B: People in the hospitality industry

8. This theme introduces and develops learners' appreciation of the important concept that the hospitality industry is a 'people-based' industry and that the positive interaction of individuals in the industry with customers and colleagues is vital to the success of all hospitality establishments.

9. The topic also highlights the impact of effective and ineffective teamwork and details the range, use and impact of different methods of communication in the industry. At level 1, there is a focus on developing learners' personal skills, particularly basic teamwork and communication skills, as vital criteria for providing effective customer service in the hospitality industry.
10. These personal skills are developed further through the levels, and level 3 includes establishing the importance of teamwork among the various hospitality functional areas and dealing with managing people to maximise their impact on customers

Theme C: Business and finance in the hospitality industry

11. This theme is introduced at level 2 and covers basic but important business and financial principles and terminology relevant to the hospitality industry and their level of study. At level 3 the theme further develops learners' understanding of the financial aspects of the industry and how effective budgetary planning, financial control and promotion of the business are vital to the success of any hospitality establishment.

Theme D: Hospitality operations

12. The purpose of this topic is to introduce learners to a crucial practical aspect of the hospitality industry – how food and beverages are prepared and served to customers. This includes developing some practical skills in cooking at all three levels. The topic should develop in learners a basic understanding of where food comes from, how it is prepared safe for customers to eat and how food preparation and cooking differs across cultures. It should also introduce them to the principles of healthy eating.
13. At levels 2 and 3, the theme introduces learners to the operational functions and management of hospitality establishments, including how the different functional areas work together to provide effective customer service. This very practical theme has a central focus on meeting customer needs, particularly in the preparation and serving of customer meals.

Structure

Structure of Diploma in Hospitality			
	Foundation	Higher	Advanced
Principal learning (GLH)	240	420	540
Generic learning (GLH)	240	200	180
Additional/specialist learning	120	180	360
Total GLH	600	800	1,080

Foundation level

Summary of topic titles

Topic no.	Title	GLH
	Theme A: The UK hospitality industry	
1.1	Introducing the UK hospitality industry	60
1.2	Introducing customer service	30
	Theme B: People in the hospitality industry	
1.3	Developing skills to work in the hospitality industry	60
	Theme D: Hospitality operations	
1.4	Preparing and serving food and beverages	90

Topic 1.1: Introducing the UK hospitality industry (60 GLH)

Purpose

14. The purpose of this topic is to introduce learners to the hospitality industry and its importance to the UK economy and everyday lives. The topic develops in learners an understanding of the fundamentals of good

customer service and an ability to use basic hospitality terminology correctly.

Scope of content

Learners must know and understand:

- a) the range of hospitality services provided in the UK;
- b) the broad categories of establishments that comprise the UK hospitality industry;
- c) the importance of the hospitality industry to the UK economy in terms of revenue, employment and the community;
- d) the main factors affecting the UK hospitality industry;
- e) the meaning and impact of good customer service on hospitality establishments;
- f) how the hospitality industry is affected by tourism;
- g) the meaning and usage of a range of basic hospitality terminology.

Learners must be able to:

- a) use basic hospitality terminology correctly;
- b) use appropriate research methods and sources to find out about the hospitality industry.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- effective participators.

Topic 1.2: Introducing customer service (30 GLH)

Purpose

15. The purpose of this topic is to introduce learners to one of the central themes of the industry: demonstrating that they can provide effective customer service and provide it in a safe and healthy environment. Learners will develop those personal skills which can be applied more specifically to hospitality environments. The topic highlights to learners the importance of 'getting on with people', whether customers or colleagues, a prerequisite for working successfully in the industry. The topic also ensures learners understand how to conduct themselves in a manner which is safe and healthy to themselves, customers and their work colleagues and introduces them to some basic requirements of current hospitality legislation.

Scope of content

Learners must know and understand:

- a) the relevant areas of personal responsibility necessary for working in the industry;
- b) the range of customer services delivered by hospitality establishments;
- c) the basic elements of good customer service and how to follow customer service procedures;
- d) the basic legal rights of customers.

Learners must be able to:

- a) present themselves and communicate effectively with customers and colleagues;
- b) demonstrate effective customer service.

In order to engage with this topic effectively, learners must use the following personal, learning and thinking skills (PLTS):

- reflective learners;

- team workers;
- self managers.

Topic 1.3 Developing skills to work in the hospitality industry (60 GLH)

Purpose

16. The purpose of this topic is to further develop a learner's personal skills, focusing on teamwork and communication as vital criteria for providing effective customer service in the hospitality industry. The topic also highlights the impact of effective and ineffective teamwork and details the range, usage and impact of different methods of communication used in the industry.
17. The departments, the functional and operational areas, which comprise a hospitality establishment will include one or more or all of the following (or could be defined as): finance, human resources, front of house/front office, back of house, facilities management, events management, accommodation services, transport, catering/restaurant, marketing/sales, licensed services, security, business services.

Scope of content

Learners must know and understand:

- a) the range of communication methods used in hospitality establishments;
- b) how specific customer needs are communicated;
- c) the importance of effective communication when working in a hospitality establishment;
- d) the different roles undertaken by members of a hospitality team;
- e) the importance of effective teamwork in hospitality establishments.

Learners must be able to:

- a) carry out their role as a member of a hospitality team;

- b) communicate to customers and colleagues using a range of appropriate methods;
- c) demonstrate that they can communicate customer needs efficiently and accurately.

In order to engage with this topic effectively, learners must use the following PLTS:

- effective participators;
- reflective learners;
- team workers;
- creative thinkers.

Topic 1.4: Preparing and serving food and beverages (90 GLH)

Purpose

18. The purpose of this topic is to introduce learners to a crucial practical aspect of the hospitality industry – how food and beverages are prepared and served to customers – this includes developing some practical skills in cooking. It is essential to develop in learners an understanding of how to provide effective customer service, particularly with regard to food and beverages, across a range of hospitality establishments. The topic also introduces learners to the principles of food safety and healthy eating.

Scope of content

Learners must know and understand:

- a) the range of food types and beverages served in hospitality establishments in the UK;
- b) the basic terminology used to define food, cooking methods and cooking equipment;
- c) the basic principles of healthy eating;

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- d) how to work within the health and safety and food safety requirements of the hospitality industry;
- e) how to prepare a basic but healthy menu to meet customer expectations;
- f) how to prepare and serve nutritious food in a safe and hygienic manner.

Learners must be able to:

- a) demonstrate that they can prepare and cook basic but nutritious dishes;
- b) demonstrate that they can present and serve a range of basic dishes safely and hygienically.

In order to engage with this topic effectively, learners must use the following PLTS:

- team workers;
- self managers.

Higher level

Summary of topic titles

Topic no.	Title	GLH
	Theme A: The hospitality industry	
2.1	Exploring the UK hospitality industry*	60
2.2	Customer service in hospitality	60
2.3	Working safely in hospitality*	30
	Theme B: People in the hospitality industry	
2.4	Working in a hospitality team*	60
	Theme C: Business and finance in the	

	hospitality industry	
2.5	Dealing with costs and income in hospitality	60
	Theme D: Hospitality operations	
2.6	Providing a hospitality service*	60
2.7	Food preparation and cooking*	90

* These topics (total 300 GLH) provide the foundation for delivering the required minimum 210 hours of applied learning (practical work) by learners. However, it is fully expected that all topics will have some element of applied learning as part of the delivery programme.

Topic 2.1: Exploring the UK hospitality industry (60 GLH)

Purpose

19. The purpose of this unit is to introduce learners to the hospitality industry, highlight its importance to the UK economy and the range of employment opportunities it offers, as well as establishing it as an exciting topic of study. It should promote an interest in finding out about the industry and the rich and varied activities it encompasses. The topic also develops their ability to discuss with confidence the major aspects of the UK hospitality industry using basic hospitality terminology correctly.

Scope of content

Learners must know and understand:

- a) the size and composition of the UK hospitality industry;
- b) the range of, and terminology used to define, hospitality sectors which provide food and beverages in the UK;
- c) the range of employment and career opportunities in the hospitality industry in the UK and worldwide;
- d) the importance of the hospitality industry to the UK economy;

- e) how the hospitality industry is affected by changing trends;
- f) the meaning and usage of a range of relevant hospitality terminology.

Learners must be able to:

- a) use an appropriate range of research methods and sources to explore the hospitality industry and trends within it;
- b) interpret the effects of changes in tourism on the hospitality industry;
- c) carry out their role effectively as individuals and in teams to achieve agreed targets relating to investigations into the hospitality industry;
- d) use relevant hospitality terminology correctly and confidently.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- reflective learners.

Topic 2.2: Customer service in hospitality (60 GLH)

Purpose

20. The purpose of this topic is to develop learners' understanding of the central theme of the industry: providing effective customer service, without which hospitality organisations would not succeed. This topic stresses that hospitality is a 'people' industry, and the importance of learners' developing their personal and social skills when interacting with customers and colleagues. It also highlights the importance of viewing colleagues and other departments as internal customers in order to provide a more effective customer service.

The departments, the functional and operational areas, which comprise a hospitality establishment will include one or more or all of the following (or could be defined as): finance, human resources, front of house/front office, back of house, facilities management, events management, accommodation

services, transport, catering/restaurant, marketing/sales, licensed services, security, business services.

Scope of content

Learners must know and understand:

- a) the range of methods and procedures by which hospitality organisations deliver good customer service;
- b) how customer service is monitored and measured in the hospitality industry;
- c) the effects of good customer service – for example repeat business, increasing average spend per customer, brand loyalty, reduction in complaints;
- d) how hospitality establishments respond to customer complaints;
- e) how colleagues and other hospitality teams function as internal customers;
- f) the importance of brand standards;
- g) the different levels of service which exist in hospitality establishments.

Learners must be able to:

- a) interpret the needs of customers in a range of scenarios and in different functional areas of a hospitality business;
- b) present themselves, and communicate to customers and colleagues, in a manner which reflects positively on themselves and the hospitality industry;
- c) demonstrate personal responsibility, initiative and creativity in dealing with customers and customer complaints;
- d) carry out customer service responsibilities as an effective team member.

In order to engage with this topic effectively, learners must use the following PLTS:

- team-workers;

- self managers;
- effective participators;
- creative thinkers.

Topic 2.3: Working safely in hospitality (60 GLH)

Purpose

21. The purpose of this topic is to introduce learners to the depth and range of legislation and regulations that govern the hospitality industry. Learners should understand the basic principles behind a range of relevant pieces of legislation including:
 - health and safety;
 - food safety;
 - fire regulations.
22. The topic should ensure that learners appreciate the importance of safeguarding their own personal safety, as well as that of customers and work colleagues. This topic should also provide opportunities for learners to progress to achieve appropriate accredited industry certificates alongside their Diploma in a range of specialist learning areas – for example in health and safety and food safety – appropriate to their level of expertise and overall demands of the Diploma.

Scope of content

Learners must know and understand:

- a) the areas and activities of the hospitality industry which are subject to legislation and regulation;
- b) the basic coverage and implications of a number of important hospitality pieces of legislation;
- c) the impact on a hospitality business of non-compliance with relevant legislation and regulation;
- d) the relevant legal rights of customers in hospitality establishments.

Learners must be able to:

- a) carry out their role in a hospitality environment in which they act safely to themselves, their colleagues and customers;
- b) evaluate their own and others' contributions in maintaining health and safety standards;
- c) report relevant legal and regulatory issues to a responsible person.

In order to engage with this topic effectively, learners must use the following PLTS:

- reflective learners;
- team workers;
- self-managers;
- effective participators.

Topic 2.4: Working in a hospitality team (60 GLH)

Purpose

23. The purpose of this topic is to introduce learners to the importance of teamwork in the hospitality industry and the importance of effective communication when dealing with colleagues and customers. It highlights the important links between effective teamwork and effective customer service and what the consequences of ineffective teamwork are on a hospitality business.

Scope of content

Learners must know and understand:

- a) the importance of teamwork and team interaction in the hospitality industry;
- b) the different roles undertaken by members of a hospitality team;

- c) what makes an effective hospitality team;
- d) the importance of effective communication when working in hospitality teams;
- e) how hospitality teams set, monitor and evaluate agreed targets;
- f) the basic principles involved in managing conflict within teams.

Learners must be able to:

- a) carry out different roles effectively within a hospitality team to achieve specified tasks;
- b) respond appropriately when given instructions, guidance or direction in hospitality environments;
- c) work consistently and effectively as a team member to agreed standards;
- d) respect and respond appropriately to differences within a team – for example differences in gender or ethnic, cultural or religious background.

In order to engage with this topic effectively, learners must use the following PLTS:

- effective participators;
- creative thinkers;
- reflective learners;
- team workers.

Topic 2.5: Dealing with costs and income in hospitality (60 GLH)

Purpose

24. The purpose of this topic is equip learners with an understanding of basic business and financial principles and terminology relevant to the hospitality industry, being a 'for profit' industry where an understanding

of the relationship between income, costs and profit is vital. Learners are introduced to hospitality strategies for increasing income and reducing costs as means of increasing profit levels.

Scope of content

Learners must know and understand:

- a) basic financial principles and terminology relevant to the hospitality industry including gross profit, net profit, cash sales, credit and cash flow;
- b) the relationship in hospitality establishments between income, costs and volume and their effect on profit;
- c) the importance and use of basic budgets;
- d) how costs are categorised (variable, fixed) and how hospitality establishments attempt to control costs;
- e) the basic components of break-even analysis and the importance of calculating break-even points.

Learners must be able to:

- a) construct and interpret a number of basic financial documents related to hospitality establishments – for example simple budgets, profit and loss accounts;
- b) calculate basic break-even figures for hospitality establishments.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers.

Topic 2.6: Providing a hospitality service (60 GLH)

Purpose

25. The purpose of this topic is to introduce learners to the practical aspects of the hospitality industry, particularly how food and beverages are served to customers. The topic is essential to an understanding of effective customer service across the complex range of hospitality establishments. It also provides learners with practical skills that they can develop and apply on the work experience component of the Diploma in hospitality.

This topic links closely with:

- Topic 7 Food preparation and cooking.

Scope of content

Learners must know and understand:

- a) the range of food and beverages which are available from UK hospitality establishments including those from different cultures;
- b) the different methods of food and beverage service and how this differs between hospitality establishments;
- c) the impact of changes to and trends in the hospitality industry;
- d) the meaning and definitions of sensible drinking and retailing.

Learners must be able to:

- a) demonstrate they can meet and greet customers effectively;
- b) demonstrate that they can take customer orders accurately and efficiently;
- c) serve a range of food and beverages to a range of customers to an appropriate standard.

In order to engage with this topic effectively, learners must use the following PLTS:

- team workers;
- self-managers.

Topic 2.7: Food preparation and cooking (90 GLH)

Purpose

26. The purpose of this topic is to introduce learners to how food is prepared and cooked safely for customers to eat. The topic provides learners with a practical skill (cooking) which they may want to develop and apply on the work experience component of the hospitality Diploma. Through this topic learners should develop an awareness of where food comes from and the rich variety of food prepared and cooked across different cultures. The topic also prepares learners to meet the varying needs and concerns of customers including healthy eating and special diets, for example allergies, vegetarian, religious, diabetic etc. This is also an opportunity to progress to achieve industry certificates in food safety.

The topic links closely with:

- Topic 6 Food and beverage services.

Scope of content

Learners must know and understand:

- a) the basic terminology used to define food, food ingredients, food dishes and cooking methods;
- b) the range, use and maintenance of cooking equipment used in hospitality establishments;
- c) how commercial kitchens are organised, staffed and equipped;
- d) how to maintain food safety when storing, preparing and cooking food;
- e) how to hold and serve food so it is safe to eat;
- f) the different sources of food, including local produce;

- g) the different types of food prepared and cooked across a range of different cultures;
- h) the implications of healthy eating and providing special diets.

Learners must be able to:

- a) demonstrate a thorough understanding of how to prepare and cook composite and healthy dishes for a range of customers with differing needs and preferences;
- b) demonstrate a thorough understanding of how to present a variety of meals for a range of customers;
- c) work with a kitchen team to prepare, cook and serve a meal for a group of diners.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- team workers;
- self-managers.

Advanced level

Summary of topic titles

Topic no.	Title	GLH
	Theme A: The hospitality industry	
3.1	Investigating the hospitality industry*	60
3.2	Legislation and procedures in the hospitality industry	30
3.3	Customer service in the hospitality industry*	60
	Theme B: People in the hospitality industry	
3.4	Building and developing effective hospitality teams*	60
3.5	Managing people in the hospitality industry*	30
	Theme C: Business and finance in the hospitality industry	
3.6	Finance and budgetary control	60
3.7	Running a hospitality business*	60
3.8	Sales and marketing	60
	Theme D: Hospitality operations	
3.9	Managing a food operation in hospitality*	90
3.10	Hospitality services*	30

* These topics (total 360 GLH) provide the foundation for delivering the required minimum 270 hours of applied learning (practical work) by learners. However, it is fully expected that all topics have some element of applied learning as part of the delivery programme.

Topic 3.1: Investigating the hospitality industry (60 GLH)

Purpose

27. The purpose of this topic is to introduce learners to the breadth of establishments, activities and employment opportunities that comprise the hospitality industry and, as a consequence of this, its importance to the UK economy. Through their research and study, as well as their practical work in the sector, learners should gain an understanding of how social and economic trends in the UK and abroad, particularly the growth of tourism, affect the hospitality industry. Learners should also demonstrate an understanding of the key responsibilities of the industry.

Scope of content

Learners must know and understand:

- a) the size, range and importance of the hospitality industry;
- b) the effects of relevant economic and social trends on the hospitality industry;
- c) the relationship between the tourism and hospitality industries;
- d) the key legal and environmental responsibilities of the industry.

Learners must be able to:

- a) research, collate and interpret data relating to the hospitality industry;
- b) reflect critically on the size, range, variety and importance of the hospitality industry;
- c) use reasoned arguments and evidence to draw conclusions on trends in and criteria affecting the hospitality industry.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;

- reflective learners.

Topic 3.2: Legislation and procedures in the hospitality industry (30 GLH)

Purpose

28. The purpose of this topic is to equip learners with the essential knowledge and understanding of the main legislation and procedures which affect the hospitality industry.
29. Learners should understand how changes in legislation impact on individual establishments, including the financial implications, and on the responsibilities of individuals in maintaining a working environment that is both safe and healthy for themselves, customers and colleagues. The impact of the main current areas of legislation which must be covered are:
 - health and safety;
 - food safety;
 - fire regulations;
 - licensing;
 - equal opportunities and discrimination.
30. This topic should also provide opportunities for learners to progress to achieve appropriate accredited industry certificates alongside their Diploma in a range of specialist learning areas – for example in health and safety, and food hygiene.

Scope of content

Learners must know and understand:

- a) the principles behind and the content of the main pieces of legislation affecting the hospitality industry;
- b) the implications of the main pieces of hospitality legislation for the different sectors of the industry;

- c) the principles behind risk assessment in a range of hospitality functional areas and activities.

Learners must be able to:

- a) create a safe and healthy working environment for themselves, customers and colleagues;
- b) interpret the main items of legislation which affect the hospitality industry;
- c) carry out risk assessments in a range of hospitality functional areas and activities.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- reflective learners;
- self--managers;
- team workers;
- effective participators.

Topic 3.3: Customer service in the hospitality industry (60 GLH)

Purpose

31. The purpose of this topic is to develop learners' understanding of, and skills in, the provision of effective customer service in the hospitality industry, for 'front of house' and 'back of house'. The topic should emphasise the important link between effective customer service and the financial performance of, and commercial benefits to, hospitality establishments. It should also provide opportunities for learners to experience the 'customer journey' where good and poor customer service are explained, experienced and reflected upon.

Scope of content

Learners must know and understand:

- a) the range of customer services existing in the hospitality industry;
- b) how the effectiveness of customer service is measured;
- c) the relevance and implementation of customer-care policies and standards;
- d) how customer feedback is gathered and utilised.

Learners must be able to:

- a) demonstrate effective customer service in a range of hospitality situations;
- b) evaluate good and bad customer service and its effect on hospitality establishments;
- c) gather, evaluate and use customer feedback to improve service;
- d) develop, implement and evaluate relevant customer-care policies to improve customer service;
- e) interpret and carry out customer-care standards in a range of hospitality establishments.

In order to engage with this topic effectively, learners must use the following PLTS:

- self-managers;
- team workers;
- effective participators;
- creative thinkers.

Topic 3.4: Building and developing effective hospitality teams (60 GLH)

Purpose

32. The purpose of this topic is to develop learners' awareness of the importance of effective teamwork in the hospitality industry and how this is directly linked to the positive experiences of customers. This is a practical topic covering the development of team members from direction to empowerment and delegation. The topic should also focus on the consequences of ineffective teamwork and how teamwork is used to resolve external and internal conflict.

Scope of content

Learners must know and understand:

- a) the essential characteristics, roles and responsibilities of members of a hospitality team;
- b) the roles and responsibilities of the range of teams working in a hospitality environment;
- c) how hospitality teams work together to provide effective customer service;
- d) the principles behind the resolution of conflict in hospitality teams.

Learners must be able to:

- a) carry out their duties as effective team members in a hospitality environment;
- b) lead a range of hospitality teams to achieve specific objectives;
- c) demonstrate that they can support colleagues to be more effective team members;
- d) evaluate the effects of coaching and mentoring in hospitality teams.

In order to engage with this topic effectively, learners must use the following PLTS:

- reflective learners;
- team workers;
- effective participators;
- creative thinkers.

Topic 3.5: Managing people in the hospitality industry (30 GLH)

Purpose

33. The purpose of this topic is to develop learners' understanding of, and skills in, managing people in the hospitality industry with the objective of getting the best out of them as individuals and team members – so providing the most effective customer service. Learners will develop an understanding of how different management styles impact on individual workers and departments. The topic also includes an understanding of how workers in the hospitality industry are recruited, appraised and trained, as well as the legal responsibilities hospitality establishments have towards their employees.

Scope of content

Learners must know and understand:

- a) the range of roles and responsibilities undertaken by managers in the hospitality industry;
- b) how hospitality organisations recruit;
- c) the important legal responsibilities of organisations when recruiting and managing individuals;
- d) how managers develop, organise and motivate teams and individuals in the hospitality industry;
- e) how individuals engage in personal development and career planning.

Learners must be able to:

- a) evaluate the range and impact of different management styles in hospitality establishments;
- b) communicate direction and guidance to individuals and teams in a hospitality environment to achieve goals;
- c) make contributions to discussions and presentations to hospitality teams as both a team member and team leader;
- d) evaluate the performance of individuals and teams in hospitality establishments.

In order to engage with this topic effectively, learners must use the following PLTS:

- reflective learners;
- team workers;
- effective participators;
- creative thinkers.

Topic 3.6: Finance and budgetary control (60 GLH)

Purpose

34. The purpose of this topic is to develop learners' awareness of the importance of financial considerations in decision making and planning in the hospitality industry. The topic must cover the main financial 'drivers' of the industry and how budgets and budgetary control are vital to the commercial success of hospitality establishments. Learners will also explore the relationship between good and bad customer service and analyse its impact on the financial well-being of hospitality establishments. The topic also covers a range of basic financial terminology to enable learners to construct, use and interpret financial information relevant to the hospitality industry.

Scope of content

Learners must know and understand:

- a) the purpose and main components of a range of relevant financial documents – for example balance sheet, profit and loss account, cash flow account;
- b) the relevant general and hospitality terminology used in financial and management documents – for example profit margins, portion control, yield;
- c) how costs are categorised by hospitality establishments – for example fixed, variable, marginal;
- d) the main sources of business finance for hospitality establishments;
- e) the importance, uses and different methods of budgetary planning and control adopted by hospitality establishments;
- f) the effects of good and bad customer service on the financial wellbeing and viability of an establishment;
- g) the basic principles of VAT and how it is calculated, and an awareness of corporation tax.

Learners must be able to:

- a) use appropriate general and hospitality-related financial terminology correctly and confidently;
- b) prepare straightforward profit and loss accounts and cash flow statements;
- c) use break-even analysis as a decision-making tool.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers.

Topic 3.7: Running a hospitality business (60 GLH)

Purpose

35. The purpose of this topic is to encourage learners to develop their entrepreneurial and enterprise skills, helping them identify as well as assess business opportunities. The topic also provides a specific focus for learners to consider the smaller but vastly important range of hospitality establishments, including bed and breakfasts, family run hotels, pubs etc. It equips learners with the basic knowledge, understanding and transferable skills which would be vital to them should they decide to run their own business (whether in hospitality or some other sector). Learners should also become familiar in this topic with the advantages of 'e-based' marketing and the use of the internet by hospitality establishments.

Scope of content

Learners must know and understand:

- a) how to set up a hospitality business;
- b) the types and sources of finance available to hospitality businesses;
- c) the roles and responsibilities involved in running a successful hospitality business;
- d) the relationships between income, costs, volume, cash flow and profit;
- e) how hospitality establishments make use of the internet to promote their business.

Learners must be able to:

- a) interpret opportunities and risks involved in running a hospitality business;
- b) present business ideas and business plans to relevant audiences;
- c) evaluate how businesses become successful;
- d) demonstrate the principles involved in running a hospitality business.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- self-managers;
- creative thinkers.

Topic 3.8: Sales and marketing (60 GLH)

Purpose

36. The purpose of this topic is to encourage learners to develop their understanding of how hospitality establishments identify customer needs and promote their products and services to meet these needs. The topic covers a range of general marketing terminology which can be applied to all business sectors as well as the hospitality industry.

Scope of content

Learners must know and understand:

- a) relevant marketing terminology related to the hospitality industry;
- b) how hospitality establishments identify customer needs;
- c) how hospitality establishments promote and sell their products and services;
- d) the effects of external factors on hospitality establishments;
- e) the advantages and disadvantages of online marketing.

Learners must be able to:

- a) use marketing technology which is relevant to the hospitality industry;
- b) collate and interpret both routine and complex hospitality marketing information – concisely, logically and persuasively;
- c) produce and interpret marketing plans for hospitality establishments;

- d) evaluate the effectiveness of hospitality marketing activities.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- creative thinkers.

Topic 3.9: Managing a food operation in hospitality (90 GLH)

Purpose

37. The purpose of this practical topic is for learners to demonstrate a range of relevant hospitality skills as a key component of providing effective customer service. It builds on learners' basic food preparation and general hospitality skills to consider the management and teamwork aspects involved in running a large kitchen, including ensuring appropriate food safety practices are followed. It develops learners' awareness of the different needs of customers, including healthy eating and special diets, as well as cultural differences. Learners are expected to develop their knowledge and understanding of how meals are costed as part of assessing the financial wellbeing of establishments and the contribution the catering department can make to an establishment's profit margins.

Scope of content

Learners must know and understand:

- a) both basic and advanced terminology used to define food, food ingredients, food dishes and cooking methods;
- b) the key financial, human resource and management components of running a commercial kitchen;
- c) a range of appropriate advanced professional cookery principles;
- d) how to ensure appropriate food safety practices are followed whilst food is prepared, cooked and served;

- e) the principles behind healthy eating and special diets, and preparing meals in an environmentally friendly way.

Learners must be able to:

- a) ensure that individuals and teams work in a kitchen environment safely and in accordance with the relevant legislation;
- b) prepare and cost a range of menus to meet the needs and preferences of a range of customers;
- c) demonstrate an awareness of the critical financial, health and environmental considerations in preparing menus;
- d) supervise the serving of a range of food and beverages to a range of customers;
- e) demonstrate an awareness of the range of cultural differences in preparing and presenting food;
- f) prepare a range of meals which are nutritionally balanced, cost-effective and appealing;
- g) show that they can brief, deploy and evaluate the effectiveness of a hospitality team in producing and presenting a range of meals for a range of customers.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- reflective learners;
- self-managers;
- team workers;
- creative thinkers.

Topic 3.10: Hospitality services (30 GLH)

Purpose

38. The purpose of this topic is to give learners an understanding of how hospitality services are managed in the range of establishments in the hospitality industry. This final topic emphasises again the inter-relationship and inter-dependence of the various departments which comprise a hospitality establishment and how managers ensure that these links are efficient, effective and clearly focused on providing appropriate levels of customer service.
39. The departments, the functional and operational areas, which comprise a hospitality establishment will include one or more or all of the following (or could be defined as): finance, human resources, front of house/front office, back of house, facilities management, events management, accommodation services, transport, catering/restaurant, marketing/sales, licensed services, security, business services.

Scope of content

Learners must know and understand:

- a) the range, roles and responsibilities of the functional areas operational areas within hospitality establishments;
- b) how hospitality functional or operational areas are managed to ensure they work collaboratively.

Learners must be able to:

- a) analyse how hospitality departments work collaboratively to provide effective customer service;
- b) evaluate the effects of different management styles on a range of hospitality establishments;
- c) communicate their learning about the hospitality industry to different audiences using a range of media and methods;
- d) identify potential career opportunities in the hospitality industry.

In order to engage with this topic effectively, learners must use the following PLTS:

- independent enquirers;
- reflective learners.

Personal, learning and thinking skills

40. Awarding organisations must design learning outcomes and assessment criteria that clearly include opportunities for the development of PLTS. All levels of the Diploma principal learning must include all six PLTs. These should be integrated as a minimum within the assessment criteria for principal learning to explicitly recognise the application of these skills within sector-relevant contexts.
41. Awarding organisations must also provide a clear mapping of the coverage of PLTS within their submission. This should be at the level requested under each topic within the criteria such as 'independent enquirers' 'creative thinkers' and so on.

Advanced level: external assessment

Hospitality will have 120 GLH of external assessment.

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