Level 5 Certificate in Management for Travel and Tourism

Objective of the qualification:
• It should available to everyone who is capable of reaching the required standards   • It should be free from any barriers that restrict access and progression   • It should give equal opportunities for all those wishing to access the qualifications.

Contents

Entry Requirements

These qualifications are designed for learners who are typically aged 18 and above.

The policy regarding access to our qualifications is that:

- they should be available to everyone who is capable of reaching the required standards
- they should be free from any barriers that restrict access and progression
- there should be equal opportunities for all those wishing to access the qualifications

Introduction to Level 5 Qualifications in Management for Travel and Tourism

Our qualifications in Management for Travel and Tourism at Level 5 have been developed to conform to the requirements of the RQF and to meet the requirements of the sector.

We provide a flexible route for learners who have already achieved management qualifications at a lower level and for learners who do not have management qualifications, but may have qualifications in other areas and/or prior experience the work place.

Our suite of qualifications is designed to provide:
- maximum flexibility with different sized level 5 qualifications for those who only wish or have the time to initially take smaller qualifications and then build up qualifications over time
- opportunities for learners to develop knowledge and skills, personal qualities and attitudes essential for successful performance in working life
- optional units in particular specialisms that are directly related to learners' current responsibilities or that meet a particular interest and support career development
- opportunities for learners who wish to undertake a full time course of study leading to an Extended Diploma

Progression

On successful completion of a Level 5 qualification in Management for Travel and Tourism there are a number of progression opportunities.

Learners may progress to:
- larger qualifications at the same level e.g. from a Certificate to the Diploma or Extended Diploma in Management or related qualification for example the Extended Diploma in Management for Health and Social Care.
- a degree programme in a higher education institution and claim exemptions for some of the units completed.

Level 5 Diploma in Management for Travel and Tourism

The Level 5 Diploma in Management for Travel and Tourism is a 60 credit qualification. Learners must achieve the 3 mandatory units which amount to 45 credits and 1 unit from the optional units making a total of 60 credits to achieve the Diploma.

Unit Title	Level	Credit	GLH
Mandatory Units			
Travel and Tourism Organisations in a Global Context	5	15	60
Managing Communication	5	15	60
People Management	5	15	60
Optional Units			
Learners must complete a further 1 unit from the list below to achieve a minimum of 60 credits for the Diploma.			
The Management of Visitor Attractions	4	15	60
Passenger Transport Operations	4	15	60
Tourist Destinations	4	15	60
Tour Operations Management	4	15	60
Resort Management	5	15	60
Finance and Funding in the Travel and Tourism Sector	5	15	60
Special Interest Tourism	5	15	60
Sustainable Tourism Development	5	15	60
Marketing Principles and Practice	5	15	60

Level 5 Certificate in Management for Travel and Tourism

The Level 5 Certificate in Management for Travel and Tourism is a 30 credit qualification. Learners must complete the 1 mandatory unit and 1 of the optional units.

Unit Title	Level	Credit	GLH
Mandatory Units			
Travel and Tourism Organisations in a Global Context	5	15	60
Optional Units			
Managing communication	5	15	60
People Management	5	15	60

Unit Specifications

Unit Format
Each unit is presented in a standard format. This format provides guidance on the requirements of the unit for learners, tutors, assessors and external verifiers.

Each unit has the following sections:

Unit Title
The unit title reflects the content of the unit. The title of each unit completed will appear on a learner's statement of results.

Unit Aims
The unit aims section summarises the content of the unit.

Unit Code
Each unit is assigned a RQF unit code that appears with the unit title on the Register of Regulated Qualifications.

RQF Level
All units and qualifications in the RQF have a level assigned to them which represents the level of achievement. The level of each unit is informed by the RQF level descriptors.

Credit Value
The credit value is the number of credits that may be awarded to a learner for the successful achievement of the learning outcomes of a unit.

Learning Outcomes
The learning outcomes set out what a learner is expected to know, understand or be able to do as the result of the learning process.

5.13 Travel and Tourism Organisations in a Global Context

Unit Aims	This unit aims to develop learners understanding of the issues organisations face operating within a global context. This understanding will allow learners to review the issues currently impacting on businesses. Learners will base some of their work around businesses in a chosen national context.	
Unit level	5	
Unit code	T/503/8148	
GLH	60	
Credit value	15	
Unit grading structure	Pass	
Assessment guidance	Assignments in accordance with awarding organisation guidance	

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand the context within which global travel and tourism organisations operate	1.1 Analyse key differences between travel and tourism organisations 1.2 Assess the responsibilities of travel and tourism organisations operating globally 1.3 Evaluate strategies employed by travel and tourism organisations to maintain or develop global operations
2 Understand the impact of external factors on the travel and tourism sector	2.1 Analyse how the performance of a national economy impacts on the activities of the travel and tourism sector 2.2 Explain the measures taken by governments to influence the activities of the travel and tourism sector 2.3 Evaluate the effect of national and global events on the travel and tourism sector
3 Understand the impact of global factors on travel and tourism organisations	3.1 Explain the implications of global integration on tourism organisations 3.2 Assess the effect of international tourism on domestic tourism 3.3 Review the impact of the global economy on travel and tourism organisations 3.4 Assess how new technologies have facilitated globalisation of travel and tourism organisations
4 Be able to review current issues impacting on a named travel and tourism organisation that operates globally	4.1 Carry out a review of the global environment in which a chosen organisation in the travel and tourism sector operates to identify current issues 4.2 Propose strategies to address issues affecting the chosen travel and tourism organisation's business activities

Indicative Content

1. Understand the context within which global travel and tourism organisations operate

Key differences

- Overview of the sector – size, value, number of organisations, numbers employed
- Legal status/ownership – e.g. sole trader, partnership, company, corporation (e.g. limited and unlimited, public limited and international equivalents), jointventures
- Structure and size – changes in structure and size of tourism businesses due to globalisation e.g. small businesses can promote themselves without the input of larger tourism agencies
- What they offer (products and/or services)
- Where they operate
- Image e.g. eco-tourism, luxury travel, budget etc.

Travel and tourism organisations e.g.

- Travel agency
- Tour operators
- Resort management
- Internet based businesses
- Visitor attractions
- Transport services, transport terminals e.g. airports
- Government based tourism services etc.

The responsibilities of tourism businesses

- to shareholders
- to employees
- to other stakeholders
- to customers
- to the environment
- to people in tourist destinations
- ethical issues
- to Government
- to supply chain – businesses involved in travel and tourism offer

Strategies employed by tourism businesses

- human resources policy
- environmental strategy
- equal opportunities policy
- ethics
- financial policy
- international partnering policy
- electronic modes of marketing and communication

2. Understand the impact of external factors on the travel and tourism sector

Changes within a national economy
For example the UK economy
- Size – population, labour market, education/training levels
- Growth/wealth - gross national product (GNP), balance of payments, inflation rates, government borrowing, trade balance, public finances, taxation, national debt, availability of credit
- Business confidence – investing, cost of borrowing, consumer buying/confidence, government policies
- Global patterns of supply and demand for tourism
- Influences on holiday and travel activities of economy, policies etc. e.g. influence on holiday choices – home or abroad, propensity to travel

Government policies
- Monetary policies, interest rates, quantitative easing, unemployment
- Fiscal policies, spending (in central and local government), fiscal policies to encourage tourism or encourage sustainable tourism (e.g. tax on fuels), public sector borrowing, controlling demand, taxation, distribution of income
- Competition Policy – how general policy affects tourism organisations e.g. in airline sector
- Sector regulation e.g. limits on tourism, support for tourism
- Environmental policies – sustainable and ethical tourism
- Regional policies – e.g. development of tourist areas
- Skills agenda, apprenticeships in travel and tourism in UK and similar training programmes internationally
- Visa restrictions/freedom to travel e.g. Shengen Agreement

National and global events
- Political unrest
- Natural disasters
- Accidents and disasters caused by human error e.g. sinking of Costa Concordia, BP oil spill.
- Major sporting events e.g. Olympics, world cup

3. Understand the impact of global factors ontravel and tourism organisations

Global integration
- trading blocs
- World Bank, IMF, Global/trading bloc policies and directives (e.g. EU), G20, OPEC and other relevant organizations
- market size
- transnational corporations

International tourism
- Opportunities e.g. emerging markets and new destinations
- Growth
- Trade duties and tariffs – general and travel taxes
  e.g. airport tax
- Increased competition
- Increased supply of tourists/visitors

Impact of global economy
- Increased competition –
- Increased customer choice – of destinations and of businesses
- Increased need for innovation in designing travel products
- Economic downturn and upturn

New Technologies
- Remote workforce – advantages of being able to locate workforce in other countries where labour may be cheaper/may have more relevant skills etc.
- The role of the internet in tourism
- Easy communication e.g. skype, email, social networking
- Customer choice – customers can book direct with businesses in destinations, customers can design and book own packages
- Comparison websites

4 Be able to review current issues impacting on a named travel and tourism organization that operates globally

A review
- Domestic tourism market in chosen country
- Global tourism market
- Domestic and global policies e.g. sustainability, ethical tourism, government support for tourism
- Other global factors e.g. war and unrest, natural disasters
- Other issues – fashions in tourism destinations, desire for eco-tourism, costs of air travel etc. (eco-costs and financial)
- Characteristics of global travel or tourism business
- Development issues for a global business organisation

Strategies
- New markets
- New destinations
- New environments e.g. move business
- New technologies
- Growth/shrink
- Change of suppliers, importers, exporters
- Change in business structure e.g. from sole trader to company/ corporation

Opportunities to deal direct with businesses internationally e.g. smaller hotel groups etc. due to ease of communications etc.

5.20 Finance and Funding in the Travel and Tourism Sector	
Unit aims	This unit aims to develop learners understanding of the issues organisations face operating within a global context. This understanding will allow learners to review the issues currently impacting on businesses. Learners will base some of their work around businesses in a chosen national context.
Unit level	5
Unit code	J/601/1742
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Assignments in accordance with awarding organisation guidance
Learning Outcomes **The learner will:**	**Assessment Criteria** **The learner can:**
1 Understand the importance of costs, volume and profit for management decision-making in travel and tourism	1.1 Explain the importance of costs and volume in financial management of travel and tourism businesses 1.2 Analyse pricing methods used in the travel and tourism sector 1.3 Analyse factors influencing profit for travel and tourism businesses
2 Understand the use of management accounting information as a decision-making tool in travel and tourism businesses	2.1 Explain different types of management accounting information that could be used in travel and tourism businesses 2.2 Assess the use of management accounting information as a decision-making tool
3 Be able to interpret financial accounts to assist decision-making in travel and tourism businesses	3.1 Interpret travel and tourism financial accounts
4 Understand sources and distribution of funding for public and non-public tourism development	4.1 Analyse sources and distribution of funding for the development of capital projects associated with tourism

Indicative Content

1. **Understand the importance of costs, volume and profit for management decision-making in travel and tourism**

Costs and volume
- Direct and indirect costs
- Fixed and variable costs
- Overheads – allocation and apportionment
- Principles of activity based costing
- Opportunity cost
- Volume of sales
- Break-even analysis

Importance of costs and volume
- Sales
- Profit
- Market position
- Image

Pricing methods
- Cost-plus
- Marginal costing/pricing
- Full absorption costing
- Market led pricing
- Seasonal pricing

Factors effecting profit
- Effects of economic environment e.g. recession, boom etc.
- Effects of government policies e.g. taxation on fuels, airport taxes etc
- Fashions and trends e.g. new products
- Seasonal influences e.g. summer/winter, school holidays, weather
- Social issues – e.g. concern about environment

2. **Understand the use of management accounting information as a decision-making tool in travel and tourism businesses**

Management accounting information
- Budgets and budgetary control
- Cash flow forecasts
- Management accounts
- Variance analysis
- Statistical information about sales, costs etc.

Decision-making uses
- Raising finance
- Management of working capital
- Forecasting sales/profits/costs
- Investment appraisal
- Assessing profitability
- Evaluating achievement against objectives
- Pricing

3. **Be able to interpret financial accounts to assist decision-making in travel and tourism businesses**

Financial accounts
- Statement of financial performance (income statement)
- Statement of financial position (balance sheet)
- Statement of cash flows

Interpretation
- Comparisons – year on year, business to business, business to industry averages
- Calculating ratios – profitability, liquidity, efficiency, gearing, investor
- Interpretation of ratios
- Weaknesses of ratio analysis
- Consideration of effects of non-financial factors e.g. social and environmental issues

4. **Understand sources and distribution of funding for public and non-public tourism development**

Sources and distribution of funding e.g.
- Banks
- Government funding
- European social funds
- Regional development funds
- Lottery funding
- Venture capitalists
- Internal sources

Types of funding e.g.
- Retained profits
- Debt
- Equity
- Sale and leaseback

Projects e.g.

- Heritage sites
- Tourist information centres
- Activity centres – theme parks, leisure facilities etc
- Regeneration
- Infrastructure projects

5.5 Managing Communication	
Unit aims	This unit aims to develop knowledge and understanding of how communication takes place within and between organisations, the potential pitfalls and the benefits of good practice. Using this knowledge, the learners will carry out a review of communication within an organisation
Unit level	5
Unit code	D/503/7074
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Assignments in accordance with awarding organisation guidance

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand how information and knowledge is communicated within an organisation	1.1 Analyse key information and knowledge requirements for a range of stakeholders within different organisations 1.2 Explain the systems used for communicating key information and knowledge to stakeholders 1.3 Analyse potential barriers to effective workplace communication
2 Understand factors that impact on workplace communication	2.1 Evaluate how communication is influenced by values and cultural factors 2.2 Explain how technology can be used to benefit as well as hinder the communication process 2.3 Explain how policies and procedures can impact on the communication processes
3 Be able to promote effective interpersonal communication	3.1 Evaluate the effectiveness of own communication skills 3.2 Apply theories of interpersonal communication to oneself 3.3 Request feedback from others on own interpersonal communication skills 3.4 Plan own personal development to improve own communication skills, based on feedback from others
4 Be able to review communication within an organisation	4.1 Carry out a communications audit 4.2 Apply theories of organisational communication 4.3 Create a plan to improve workplace communications 4.4 Identify measures to evaluate the success of the plan to improve workplace communications

Indicative Content

1. Key information and knowledge requirements

- Company performance e.g. financial data, sales figures, regional differences
- Staff information e.g. numbers, salaries, appraisal information, training and CPD needs
- Product knowledge e.g. components, how produced
- How to carry out roles, professional knowledge, sources of 'know-how'
- Stakeholders e.g. shareholders, board members, directors, senior managers, operatives

Communication systems
- Meetings, briefings (whole staff, departmental, individual)
- Presentations
- Email
- Newsletters
- Email
- Interviews, appraisals
- Literature e.g. manuals, booklets, notices
- Training sessions
- Letters

Potential barriers
- Verbal communication – tone, clarity, active listening and focusing
- Clarity of written message – readability, language, tone
- Technology – poor connections, inappropriate use
- Interpersonal relationships – personal conflict
- Non-verbal communication – body language
- Equality and diversity, pre-judgements, assumptions

2. Values and cultural factors

- Language
- Customs
- 'Saving face'

Use of technology

Help
- To reinforce spoken message, to remind, to ensure written record
- To provide additional/visual information e.g. graphs, presentation software/slides
- Speed and efficiency

Hinder

- Inappropriate/overuse of email
- 'death by PowerPoint'
- Overreliance e.g. instead of face to face, in event of technology failure

Policies and procedures
- Legislation
- Charters
- Codes of practice

3. Effectiveness of own communication skills

- Ability to contribute to meetings
- Use of body language
- Written communication skills
- Use of ICT

Theories of interpersonal communication
- Attribution theory, expectancy value model, uncertainty reduction model, social network theory

Feedback from others
- Written, oral
- Formal, informal

Plan own person development
- SMART Targets
- Oral, written, electronic communication
- At meetings, presentations, etc.
- Formal and informal
- Feedback from colleagues and managers

4. Communications audit

- Communications systems and processes
- Policies and procedures

Theories of organisational communication
- Eg Attraction –selection-attrition framework, contingency theories, groupthink, social network theory

Improve workplace communications
- Plan – carry out analysis and act on the results
- Consensus
- Survey
- Training
- Feedback

Measures to evaluate
- Improved performance e.g. sales figures
- Increased staff retention e.g. staff turnover
- Increased motivation e.g. productivity

5.3 People Management	
Unit aims	In this unit learners develop the knowledge and understanding of what motivates individuals and teams and be able to use this to review people management strategies used in organisations. Leaners will gain an understanding of leadership theories, motivational theories, the impact of structure and culture as well as other tools that can be used to empower people in the workplace
Unit level	5
Unit code	Y/503/7073
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand how structure and culture impact on people in organisations	1.1 Explain how organisational structure impacts on people in organisations 1.2 Analyse how organisational culture impacts on people in organisations
2 Understand approaches to managing the differences between individuals that impact on their performance at work	2.1 Explain how personal differences impact on individuals' behaviours at work 2.2 Analyse the management styles needed to deal with differences in behaviours
3 Understand the organisational factors that impact on people performance	3.1 Analyse the effect of leadership styles on individuals and teams 3.2 Explain the benefits of flexible working practices to individuals and organisations 3.3 using motivational theories, assess how the working environment impacts on people performance 3.4 Assess how an organisation's ethical practices impact on motivation levels 3.5 Evaluate how organisations use their corporate social responsibility agenda to motivate employees
4 Understand methods for developing human resources	4.1 Explain how motivation theories can be applied to developing people in organisations 4.2 Explain the different uses of coaching and mentoring in organisations 4.3 Analyse the benefits of training and development to individuals and organisations
5 Be able to review how people are managed within organisations	5.1 Review people management strategies used in an organisation 5.2 Assess the impact on people of management strategies used in organisations 5.2 Recommend strategies to promote high levels of performance

Indicative Content

1. Understand how structure and culture impact on people in organisations

Structure
- Hierarchical
- Flat/tall
- Matrix
- Inverted triangle
- Functional
- Product, market and geographical structures

Culture
- 'the way we do things'
- Assumptions
- Behaviours
- Values
- Codes
- Stories, myths
- Ceremonies and rituals
- Working practices

Impacts
- Power/influence of individuals
- Power/influence of teams
- Leadership power/influence (span of control)
- Communication channels, ease of communication
- Motivation levels
- Creativity
- Confused reporting lines

2. Understand approaches to managing the differences between individuals that impact on their performance at work

Differences in
- knowledge, skills and experience
- Attitude
- Personality
- Attitude
- Perception
- Opinion
- Culture
- Religion and beliefs

Management styles to suit different behaviours
- Theory x and theory Y
- Self-fulfilling prophecy
- The Hawthorne studies

3. Understand the organisational factors that impact on people performance

Leadership styles and theories
- Trait theories
- Behavioural approach
- Contingency approach
- autocratic/democratic/laissez faire
- Hersey and Blanchard Situational theory
- Charismatic leadership
- Tannenbaum and Schmidt

Effect of leadership styles on
- Motivation
- Creativity
- Flexibility
- Credibility
- Trust and respect
- Productivity
- Commitment

Benefits of flexible working practices
.. to employees
- Levels of autonomy, empowerment, trust
- Productivity
- Quality of life

.. to organisations
- Motivational
- Productivity
- Need for facilities and systems

Motivational theories
- Hawthorne studies
- Maslow - hierarchy of needs
- Herzberg - hygiene factors and motivators
- Reiss Theory

Ethical practices
- Scrutiny of suppliers
- Distribution techniques
- Customer relationship management
- Selling practices
- Staff development

Corporate Social Responsibility (CSR) Agenda
- Developing the workforce
- Supporting the community
- Providing work experience placements
- Mentoring and coaching
- Supporting career progression, providing opportunites
- Environmental policy
- Employment practices e.g. disability

4. Understand methods for developing human resources

Developing people
- Empowerment, self-actualisation, theory x

Uses of coaching and mentoring
- Talent pools
- Developing skill and confidence
- Poor performance, disciplinary issues
- Re-engaging in the workforce

Benefits of training and development
Individuals
- Self-actualisation, developing potential
- Increased motivation
- Developing talent Promotion
- Enhanced pay

Organisations
- Increased productivity
- Workforce retention
- Enhanced profit
- Legal compliance

5. Be able to review how people are managed within organisations

People management strategies
- Working environment
- Leadership style
- Structure
- Culture
- Staff development opportunities
- Flexible working practices
- Ethical practices
- CSR agenda

Impacts on:
- Individuals,
- Teams
- Performance
- Staff retention
- Employee satisfaction

Strategies for promotion of performance

- Incentives, bonus schemes, incremental rises, improved job satisfaction
- For organisational improvement
- For organisational productivity
- For self-improvement

4.21 The Management of Visitor Attraction

Unit aims	The aim of this unit is to develop learners understanding of visitor attractions, their appeal and their impacts. Using this understanding, learners will be able to consider the management strategies appropriate to manage visitors and minimise impacts on the environment.
Unit level	4
Unit code	A/503/8149
GLH	60
Credit value	15
Unit Grading structure	Pass
Assessment Guidance	Assignment according to awarding organisation guidance.

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand the key features of visitor attractions	1.1 Differentiate between different types of visitor attractions 1.2 Analyse the ownership and key objectives of different types of visitor attractions 1.2 Describe the role of agencies and organisations involved in different types of visitor attractions
2 Understand the appeal of visitor attractions to different visitor types	2.1 Analyse how the needs of different visitor types are met at visitor attractions 2.2 Apply motivational theories to analyse the appeal of different visitor attractions
3 Understand the impacts of visitor attractions	3.1 Analyse the economic impacts of visitor attractions 3.2 Analyse the impacts of visitor attraction on the environment and local communities
4 Understand the management strategies used at visitor attractions	4.1 Assess management strategies used at visitor attractions 4.2 Analyse the management strategies used at visitor attractions to enhance sustainability

Indicative Content

1. Understand the key features of visitor attractions

Types of visitor attractions

Natural: including

- National parks
- Wildlife
- Viewpoints
- Landscapes e.g. mountain ranges, deserts, wetlands
- Outstanding natural phenomena e.g. Grand Canyon, Victoria Falls, Great Barrier Reef,

Artificial, manmade or purpose built:

- Cultural resources (ancient and modern culture)
- Religious sites,
- Museums
- Art galleries
- Architecture
- Archaeological sites e.g. Grimes graves
- Traditions folklore
- Festivals
- Theme parks e.g. Alton Towers, Eden Project
- Sports activities e.g. Olympic and Paralympic events

Ownership

- public/government owned e.g. English Heritage and National Gallery
- private e.g. Australia Zoos and theme parks
- voluntary sector e.g. National Trust (UK)

Key objectives to include

- Profit
- Conservation
- Preservation, enhancement of local culture and/or heritage
- Revitalisation – attract new business, jobs, revenue, multiplier effect

Agencies and Organisations

- UNESCO – world heritage sites – to protect and preserve heritage
- National Government -- to provide funding for voluntary organisations, designation of protected areas e.g. National Parks, SSSI; revitalisation of an area (new business, jobs, revenue)

- Local government - to process planning regulations Private enterprise/ public limited companies –
- Pressure Groups e.g. to protection of local environment
- Local community groups - to raise concerns about impacts
- Other tourism organisations e.g. transport companies, accommodation providers, caterers - to provide associated goods and services

2. Understand the appeal of visitor attractions to different visitor types

Visitor types, to include

- Market segmentation: demographic, geographic, psychographic, socio-economic
- Visitor needs: pleasure and enjoyment, practical (e.g. restaurants and comfortfacilities, access to transport, pushchairs, wheelchairs, etc.) and added value (e.g. catering for special interest, offering events, activity areas, education facilities) accommodation / transport provision, promotional links e.g. to supermarket store cards,

Motivational Theories
- Physical
- Emotional
- Cultural
- Status
- Personal
- Personal development

3. Understand the impacts of visitor attractions

Economic Impacts

- To national economies – enhanced appeal of destinations, increased visitor flows, multiplier effect, costs, income
- To local economies – revenue, jobs (seasonality), multiplier effect, attracting other businesses, costs

Environmental Impacts
- exceeding carrying capacity leading to traffic congestion, overcrowding, queues,
- erosion/wear and tear (on buildings, paths, mountain sides)
- pollution: litter, noise

4.   Understand the management strategies used at visitor attractions

Visitor Management Strategies

managing supply by
- offering flexible capacity e.g. extended opening hours, increased staff levels, additional eating and seating capacity
- managing the environment e.g. by regulated temperatures in historic buildings, darkened rooms to prevent sun damage

managing demand by
- managing visitor flow e.g. set routes to avoid congestion, timed tickets
- differential pricing strategy, offers to visit off peak times
- targeted marketing

Management strategies to enhance sustainability

- Opening times e.g. seasonal closure to aid recovery of natural habitats, closure one day a week to reduce wear and tear
- Managing demand e.g. visitor flows (see above)
- Increasing supply (see above)
- Marketing, price incentives
- Education of visitors e.g. managing visitor expectations, educating re. their impacts, codes of conducts
- Signage and information e.g. at attraction, en route to attraction
- Use of technology e.g. simulated experiences

Inclusion of local community to prevent local conflict e.g. Masia involved in wildlife preservation

4.20 Passenger Transport Operations

Unit aims	The aim of this unit is to introduce learners to the environment in which passenger transport providers operate. The learners will gain an understanding of those factors that influence passengers' decisions, how passenger transport providers operate to meet passengers' needs and deal with the complex and ever changing external environment. With this understanding the learner will review the effects of recent developments on passenger transport operations.
Unit level	4
Unit code	M/503/8150
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand the influences on passengers' travel decisions	1.1 Analyse the factors that influence passengers' choices of transport 1.2 Analyse how transport operators respond to passengers' choices
2 Understand key aspects of passenger transport operations	2.1 Explain the operational elements of passenger transport systems 2.2 Evaluate the complexities of operating a transport node
3 Understand the external environment in which transport providers operate	3.1 Describe the regulatory framework in which the transport sector operates 3.2 Evaluate the competitive strategies used to maintain and grow market share
4 Be able to review the effects of recent developments on passenger transport operations	4.1 Assess recent developments that have had an impact on passenger transport operations 4.2 Evaluate the impact of terrorist threats on transport operations 4.3 Evaluate the responses to recent developments by different transport operators

Indicative Content

1. Understand the influences on passengers travel decisions Factors that influence choice

- Appeal – attractiveness, suitability, status, novelty, affordability, image, safety, passenger facilities
- Convenience - accessibility, departure/arrival points, regularity of service, speed, departure/arrival times, ease of booking, time available for travel
- Prior experience, loyalty
- Price, perceived value
- Purpose of trip – business, leisure, or visiting friends and relatives (VFR)
- Quality, classes offered

Response of transport operators

- Targeted marketing
- Pricing policy
- Choice of departure points/services; choices of ticket purchase methods
- Facilities for different traveller types
- Variable process/offers
- Increased/decreased capacity

2. Understand key aspects of passenger transport operations

Operational elements

- passenger requirements e.g. itineraries, schedules, journey patterns, ticketing requirements, services needed at nodes
- legal and financial aspects - fares, fuels, taxes, licences, health and safety, codes of practice, contracts
- operational plans – staffing levels, service agreements, dealing with rush hour, schedules, capacities, seating
- working with other agencies e.g. BAA, UKBA

Transport nodes (terminals)

- carrying capacities for inflowing, outgoing traffic/passengers, timings, pressures on facilities caused by late departures/early arrivals, access, passenger controls, peaks and troughs, seasonality, impact of weather, emergency procedures/evacuations
- Terminal facilities for passengers: staff, waiting areas, catering facilities, comfort facilities, queue management equipment (e.g. ropes, loud halers) support services, surveillance, VIPs, cleanliness, baggage, signs, access routes, check in ticketing management/handling,

Other terminal facilities – parking, surveillance, accommodation, travellers services (eg currency shops), passport control at borders

3. Understand the external environment in which transport providers operate

Regulatory framework
- Regulatory bodies for road, rail, air, sea
- Key regulatory requirements for road, rail, air and sea travellers
- political agenda eg tax, subsidies
- regulatory requirements concerning consumer protection, the environment, diversity and inclusion, health and safety

Competitive strategies
- price e.g. no frills airlines, advance booking train tickets,
- convenience e.g. reduced check in times, taxi service to/from airport, regional airports additional services e.g. speedy boarding, VIP lounges, silent carriages/working
- carriages on trains, meet and greet services, on board entertainment, catering facilities
- quality and image; environmental policies, perceived or actual attitude to customers, community relations,

4. Be able to review the effects of recent developments on passenger transport operations

Recent developments
- environmental pressures and awareness
- diversity of transport
- new markets/destinations
- health issues e.g. SARS, foot and mouth, deep veined thrombosis
- increased customer expectations – of service, on environmental impacts
- pressure on green belt land
- new services, e.g. Cross Rail link, Eurostar, new airports/terminals economic pressures

Responses
- development of new markets
- consolidation
- withdrawal of services
- improved process and procedures
- providing new services for travellers e.g. on-board Wi-Fi, improved communication
- new designs e.g. for aircraft, rolling stock

Impact of terrorist threats on
- staffing needs
- security measures
- regular reviews of security procedures
- checks on staff
- queue's/longer check in times
- passenger awareness
- need for information

Emergency procedures – with regular reviews and enactments

5.49 Sustainable Tourism Development

Unit aims	The aim of this unit is to develop knowledge and understanding of the need for sustainable tourism and the role of the planning process to ensure future developments are sustainable for the host communities and their environments. Learners will gain knowledge and understanding of best practice. They will use their knowledge to review the sustainability of a destination and make recommendations to preserve its environmental and social fabric.	
Unit level	5	
Unit code	T/503/8151	
GLH	60	
Credit value	15	
Unit grading structure	Pass	
Assessment guidance	Assignments in accordance with awarding organisation guidance	
Learning Outcome **The learner will:**	**Assessment Criteria** **The learner can:**	
1. Understand the planning process in relation to tourism development	1.1 Assess the objectives of planning for tourism development 1.2 Explain the roles of different stakeholders, agencies and organisations involved in the planning process 1.3 Evaluate the different approaches to planning 1.4 Evaluate the tools used to inform the planning process	
2. Understand the need for the sustainable development of tourist destinations	2.1 Justify the concept of sustainable tourism development 2.2 Analyse the impacts of tourism on destinations 2.3 Explain why business decisions can create conflict with local people	
3. Understand best practice in terms of sustainable development	3.1 Evaluate how negative environmental impacts can be minimised 3.2 Evaluate how negative socio cultural impacts can be minimised 3.3 Evaluate how positive economic impacts can be maximised 3.4 Evaluate how ethical practices can benefit business and customers	
4. Be able to review the sustainability of destinations	4.1 Present viewpoints of those involved in destination developments, including host communities 4.2 Make recommendations to preserve the environmental and social fabric of a destination 4.3 Justify your recommendations, using examples of best practice	

Indicative Content

1. Understand the planning process in relation to tourism development

Objectives

- Maintain/protect/use cultural diversity, cultural heritage,
- Maintain/protect/use eco systems, unique environments, wildlife, landscape
- Maximise economic advantage e.g. jobs, increased profit, foreign exchange, balance of payments
- improved infrastructure, more facilities for travellers and/or host population
- sustainability, long term gain
- increased income (more visitors/customers),
- image/perception
- co-ordinate development
- Stakeholders
- Travellers/visitors
- Host communities
- Local businesses
- Public and private sector tourism partnerships
- Destination management organizations
- Developers/ international businesses
- Governments
- Travel agencies/companies

Agencies and organisations
- International e.g. UN
- National e.g. government and campaign groups
- Regional e.g. regional government
- Local e.g. local government
- Organisations that drive ethical tourism e.g. Tourism Concern, Responsible Tourism
- Travel companies

Approaches
- Environmental economic, social
- International, national, local
- Strategic, short term
- Quantitative, qualitative

Tools
- Environmental Impact Assessment
- Cost benefit analysis
- Cambridge Economic Impact Model

2. Understand the need for the sustainable development of tourist destinations

Concept of sustainable tourism development
- Principles of sustainable tourism development – re-focusing, adapting, monitoring, governance
- Need for sustainable development of tourist destinations
- Maintain a balance between limits and usage
- Environmental promotion
- Social and Corporate responsibility
- Enhanced integrity of local ecosystems
- Triple Bottom line, Corporate Social Responsibility (CSR), ecological footprint, human capital, natural capital
- Reports and recommendations - Bruntland Report (1987), World Travel and Tourism Council

Impacts
- Negative, positive
- Socio- cultural e.g. tourist host relationships, crime, gambling, changes to sexual attitudes, social change, family values, habitual, educational, commercialisation/destruction of culture, destruction/preservation of heritage
- Economic – increased employment opportunities, Balance Of Payments, multiplier effect, opportunities for local business, foreign exchange; leakages, foreign/multinational ownership, increased income
- Environmental – conservation, preservation destruction; pollution (air noise, environmental) damage to environment/ecology, erosion, natural resources, preservation through National parks, irrigation, Official facts and figures

Business decisions that may cause conflict
- Ownership of developments e.g. leakages of economic benefits/profits overseas
- Environmental costs to destination e.g. environmental damage, over use of fragile eco systems, damage to coral
- Socio-cultural cost to destination e.g. dress, customs, religious taboos, family expectations, sexual norms
- Use of limited resources e.g. water, land, power
- Location of developments e.g. on sacred sights,
- Limited accessibility for host population e.g. to beach, enclave tourism, All-inclusive resorts

Limited opportunity for host population to benefit from developments e.g. all-inclusive resorts

3. Understand best practice in terms of sustainable development

Measures to minimise negative environmental/sociocultural impacts
- Qualitative measures
- Quantitative measures e.g. tourist tax
- Restricted guided tours e.g. to mountain gorillas, fragile environments
- Land zones
- Environmental friendly polices e.g. not washing towels every day in hotels
- Shows/staged authenticity e.g. of local customs, rituals, dances
- Visa, permits e.g. Antarctica
- Environmental Impact assessment of all activities e.g. Antarctica

Maximising economic benefits
- Engaging local communities in decision making – empowerment through engagement
- Economic gain through employment and micro-enterprise development;
- Pro poor tourism approach – maximise linkages between local tourist industry and tourist
- Minimise leakages
- Local sourcing of materials and labour
- National and local government involvement

Benefits of ethical practices to businesses/customers
- Improved Image and perception
- competitive advantage
- niche market
- increased demand
- corporate social responsibility agenda

4. Be able to review the sustainability of destinations

Present viewpoints
- Host communities
- Local tourism industry
- Organisations/Activists supporting sustainable tourism
- Developers
- Planners
- Visitors

Recommendations (with reference to LO3)

- Measures to minimise negative environmental/socio cultural impacts
- Maximising economic benefit

Best practice

- Countries, destinations, governments
- See current Tourism for Tomorrow Award

4.25 Tourist Destinations	
Unit aims	To develop an understanding of tourist destinations in the UK and worldwide and knowledge of the cultural, social and physical features of tourist destinations. Also an understanding of the appeal and popularity of tourist destinations and issues that could affect these.
Unit level	4
Unit code	K/601/1748
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Assessments in accordance with awarding body guidance.

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand the scope of key UK and worldwide tourist destinations	1.1 Analyse main tourist destinations and generators of the world in terms of visitor numbers and income generation 1.2 Analyse statistics to determine tourism destination trends and predict future trend
2 Understand the cultural, social and physical features of tourist destinations	2.1 Analyse cultural, social and physical features of tourist destinations explaining their appeal to tourists 2.2 Compare features of developing and leading tourist destinations
3 Understand how the characteristics of destinations affect their appeal to tourists	3.1 Compare the appeal of current leading tourist destinations with that of currently developing tourist destinations 3.2 Evaluate how characteristics of a tourist destination affect its appeal
4 Understand issues likely to affect the popularity of tourist destinations	4.1 Analyse issues that affect the popularity of tourist destinations 4.2 Discuss the potential for responsible tourism to enhance the host community at worldwide tourist destinations

Indicative Content

1. Understand the scope of key UK and worldwide tourist destinations

Tourist destinations
- Tourism generators (numbers and spend) e.g. regions, countries cities
- Tourism receivers (numbers and spend)
- International, national, regional generators e.g. regions, countries, cities
- International, national, regional receivers, e.g. regions, countries, cities

Trends
- Growing and declining regions and destinations
- Visitor numbers
- Types of visitor
- Accommodation and travel preferences
- Level of tourist spend

2. Understand the cultural, social and physical features of tourist destinations

Features
- Cultural e.g. history, architecture, art and music, food and drink celebrations and festivals,
- Social e.g. markets, sporting events, communities, other events
- Physical e.g. lakes, mountains, coastline, areas of natural beauty, cities, islands

Features of developing and leading tourist destinations
- Stage of product life cycle
- Ease of travel to destination
- Available accommodation
- Attractions - man made and natural
- Tourist infrastructure e.g. tourist information centres
- Leisure facilities and entertainments

3. Understand how the characteristics of destinations affect their appeal to tourists

Appeal
- Developing and leading destinations
- Trends and fashions
- Business and leisure markets
- Costs e.g. cheaper resorts, effects of exchange rates

Characteristics
- Political and governmental issues – form of government etc.
- Economic issues- economic growth, dependency on other countries, economic impact of tourism
- Infrastructure – transport, sanitation etc.
- Public attitudes to tourism
- Conservation and sustainability issues

4. Understand issues likely to affect the popularity of tourist destinations

Issues affecting popularity
- Attitudes to sustainability
- Political unrest
- Natural disasters
- Poor infrastructure
- Political attitudes e.g. on conservation, human rights
- Economic stability
- Exchange rates

Responsible tourism

- Low carbon footprint
- Positive impact on population – enhancing affluence of population
- Low impact on existing industries such as farming, mining etc.
- Low impact on cultural identity

4.26 Tour Operations Management

Unit aims	To develop an understanding of how tour operators create and sell holidays and the strategic decisions involved in managing tour operations.
Unit level	4
Unit code	T/601/1748
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Assignments in accordance with awarding organisation guidance

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand the tour operators industry within the travel and tourism sector	1.1 Analyse the effects of current and recent trends and developments on the tour operators industry
2 Understand stages involved in creating holidays	2.1 Assess the stages and timescales involved in developing holidays 2.2 Evaluate the suitability of different methods of contracting for different components of the holiday and different types of tour operator 2.3 Calculate the selling price of a holiday from given information
3 Be able to review brochures and methods of distribution used to sell holidays	3.1 Evaluate the planning decisions taken for the design of a selected brochure 3.2 Assess the suitability of alternatives to a traditional brochure for different types of tour operator 3.3 Evaluate the suitability of different methods of distribution used to sell a holiday for different types of tour operator
4 Understand strategic and tactical decision making for tour operators	4.1 Evaluate the strategic decisions made by different types of tour operator 4.2 Compare the tactical decisions that could be taken by a selected tour operator in different situations

Indicative Content

1. Understand the tour operators industry within the travel and tourism sector

Tour operations industry
- Different types of tour operators: mass market, specialist interest, activity based, domestic operators, direct selling
- Industry statistics and structure – major operators, independent operators, numbers of passengers/customers, market share, products and services, structure of businesses, role of trade bodies
- Relevant legislation e.g. EU Package Travel Directive definition

Current and recent trends
- Changing market trends – package holidays, bespoke holidays, special interest sector etc.
- Dominance of market by a few operators
- Economic impact, liquidations
- Awareness and concern about environmental impacts
- Impacts of globalization
- Fair trade issues
- Impact of internet and ecommerce
- Customers booking their own holidays/travel arrangements
- Growth of budget airlines
- Regulation and control

2. Understand stages involved in creating holidays

Stages and timescales
- Market research
- Costs and financing
- Seasonal issues
- Different types of holidays
- Planning and forecasting – timescales, finances, components
- Contracting
- Production of sales materials – webpages, brochures, etc.

Contracting
- Air/train transport – chartering, allocations, adhoc
- Accommodation – a 'commitment' contract, allocation, adhoc,
- Issues of currency and exchange rates

Components of the holiday
- Accommodation
- Transport
- Resort services
- Ancillary services

Types of tour operator

- Specialist
- Bespoke
- Mass market/packages

Selling price
- Costs – fixed and variable costs, direct and indirect costs, overheads
- Costing – full absorption, marginal costing, break-even
- Profit margin and mark-up
- Currency issues
- Seasonal pricing
- Looking at competitors
- Load factors

3. Be able to review brochures and methods of distribution used to sell holidays

Brochure design
- Format of traditional brochure – size, paper quality etc.
- Copy – target customers, photographs, text,
- Practicalities – design, printing, proofs, timescales, print runs
- Legalities – relating to information and pricing options presented

Alternatives
- Web pages
- Television
- CD/DVD formats

Suitability of alternatives to brochure
- Target market
- Products and services etc.
- Margins
- Timescales
- Costs
- Number of anticipated sales

Distribution
- Travel agencies
- Internet direct selling
- Internet agencies
- Mail direct selling
- Telephone selling

4. Understand strategic and tactical decision making for tour operators

Strategic decisions
- Product choices/target markets
- Volume and price decisions
- Pricing strategies and distribution
- Marketing and branding strategy
- Capital investment decisions
- Organisational structure and culture
- Emergency planning

Tactical decisions
- Response to competition e.g. competition pricing
- Maximising room/seat occupancy etc. e.g. using marginal costing
- Staffing decisions
- Marketing methods e.g. special offers, discounts
- Responses to liquidations of competitors
- Relationships with press

5.32 Resort Management	
Unit aims	To develop an understanding of the operations of tour operators within resorts.
Unit level	5
Unit code	A/601/1754
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Assignment according to awarding organisation guidance. Learners should have access to information relating to real resort operations on which to base their analyses.

Learning Outcomes **The learner will:**	**Assessment Criteria** **The learner can:**
1 Understand the function and structure of resort operations	1.1 Analyse the function of the resort operations of tour operators 1.2 Analyse the structure of the resort offices of different types of tour operator
2 Understand the role and impact of quality systems and procedures	2.1 Discuss how effective quality systems and procedures affect legal and conflict situations 2.2 Analyse the impact of quality systems and procedures implemented by a specified tour operator on its operations
3 Understand the management issues relating to incidents	3.1 Analyse incidents that could affect the operation of a resort 3.2 Evaluate the procedures to be implemented by a tour operator to deal with different incidents 3.3 Discuss how procedures to be implemented by a tour operator link with guidelines of trade associations and government bodies

Indicative Content

1. Understand the function and structure of resort operations

Functions of resort operations
- Provision of services – understanding service offer
- Customer service – standards
- Legal issues – health and safety, local law, contract law (customer and supplier contracts)
- Financial issues – cost levels, profit margins, budgets
- Human resources – staffing issues in resorts – resort representatives, training issues
- Sourcing and supply of resource based services – local trips, guides, special offers etc.
- Communication with customer, supplier, organisation head office, handling agents

Types of tour operators
- Activity based
- Summer/winter
- Eco-tourism
- Self catering/hotel/camping/boating
- All inclusive
- Age based e.g. 18-30, over 60s

Structures
- Reporting lines
- Job roles and responsibilities
- Numbers of staff, Communication lines
- Office based/hotel based staff
- Working hours

2. Understand the role and impact of quality systems and procedures

Legal and conflict issues
- Consumer protection
- Contractual obligations
- Health and safety issues
- Industry regulations and guidelines (e.g. ABTA)
- Environmental issues
- Local legislation
- Customer complaints
- Conflict with local law and/or custom
- Codes of conduct

Quality systems and procedures
- Risk assessment procedures
- Documentation
- Quality monitoring and control procedures
- Complaints procedures
- Communication to resolve issues
- Reporting of risks and issues
- Ensuring procedures and policies are in line with legislation and regulations

Impact of quality systems
- Security
- staff confidence
- early resolution of problems
- customer relations/reputation
- clear lines of communication
- clear emergency procedures
- reduced incidence rates

3. Understand the management issues relating to incidents

Incidents
- Natural disasters or events e.g. flood, avalanche, hurricanes, earthquake, volcano eruption
- Accidents – accommodation fire, transport crashes etc.
- Illness – food poisoning, outbreak of infection
- Political unrest
- Changes in legislation
- Restrictions on movement e.g. due to disease or political issues

Procedures to deal with incidents
- Emergency and contingency plans
- Staff responsibilities
- Liaison with third parties e.g. government officials, police, emergency services, military, embassy staff
- Reporting responsibilities within organization
- Accounting for all customers in resort
- Ensuring safety of customers in resort
- Dealing with press and social media
- Liaison with embassy
- Lines of communication

Guidelines
- Industry body guidelines e.g. ABTA, CAA
- Home country government guidelines
- Local government guidelines

5.21 Special Interest Tourism	
Unit aims	To develop knowledge of special interest tourism and an understanding of its growth in recent years. To understand the customer base, motivations and issues around special interest tourism.
Unit level	5
Unit code	M/601/1752
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	Assessments should follow awarding body guidance

Learning Outcomes The learner will:	Assessment Criteria The learner can:
1 Understand the nature and development of special interest tourism	1.1 Discuss special interest tourism in terms of product differentiation and tourist types 1.2 Assess the contribution of tourism trends, factors and shifts in holiday interests to special interest tourism development
2 Understand how special interest tourism matches customers products and service	2.1 Evaluate how providers can match products and services to different customer types
3 Understand the appeal and motivation of special interest tourism for customers	3.1 Analyse the appeal to customers of special interest tourism features and benefits 3.2 Evaluate how the motivations of tourists are met by special interest tourism locations and features
4 Understand management needs and issues of special interest tourism	4.1 Evaluate the organisational and support logistics involved in the management of special interest tourism trips 4.2 Assess how operators resolve issues that affect special interest tourism

Indicative Content

1. Understand the nature and development of special interest tourism

Nature of special interest tourism

- Definition: tourism around specialist activities
- Product differentiation: by types of activities (artistic/creative, active/sports, health/relaxation, educational, learning a new skill, hobbies based), by cost, by location, by target market
- Tourist types: differentiation by socio economic groups, experience of travel, education, amount of leisure time
- Provision e.g. niche rather than mass market

Development of special interest tourism

- Demand factors: disposable income, ease of finding information/booking, trends and fashions, increased leisure time, social factors e.g. increased divorce rate, aging populations

Supply factors: globalisation, better transport and infrastructure, competition, availability of destinations, internet selling reaching wider markets for niche products

2. Understand how special interest tourism matches customers, products and service

Products and services
- Activities: special interest tours, outdoor activities, hobbies and interests, educational courses, special events (e.g. Olympics)
- Destinations: urban, rural, home or abroad, coast, mountain etc.
- Packages: all inclusive, bespoke, self-catering etc.

Customer types
- Individuals
- Groups
- Families
- Age ranges e.g. elderly, teenage etc.

3. Understand the appeal and motivation of special interest tourism for customers

Features and benefits
- Difference from usual tourism offer
- Can combine destination and interests
- Can offer range of activities for families/groups travelling together
- Opportunity to pursue or learn a skill or take part in an activity

Motivation
- Self-actualisation – reach one's own potential (Maslow's hierarchy of needs)
- Do something different e.g. skiing, watersports, painting
- Learn something new
- To compete
- Meet like-minded people
- To do something dangerous/ thrill seeking / challenging
- Travel that meets social concerns e.g. low carbon footprint
- Remote locations

4. Understand management needs and issues of special interest tourism

Management
- Financial issues: cost, profitability, demand, price
- Human resources: selection of tour leaders, resort representatives and/or instructors
- Legal/regulatory: permits, licences, health and safety rules and issues, access and visas
- Provision: infrastructure, price, accommodation, transport, equipment required, working with other countries/organisations
- Marketing: identifying customer needs, ensuring customer satisfaction, co-ordination of contributions from different suppliers
- Management of risk

Issues
- Health and safety
- Security
- Environmental impacts
- Cultural impacts
- Social impacts
- Language differences
- Risk

5.6 Marketing Principles and Practice	
Unit aims	To develop an understanding of general marketing principles and their application to business.
Unit level	5
Unit code	M/503/7077
GLH	60
Credit value	15
Unit grading structure	Pass
Assessment guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. In this unit learners will gain knowledge and understanding of important aspects of marketing, as the subject relates to business. Learners will demonstrate their understanding by applying appropriate marketing theory to a chosen organisation or product. This includes producing an actual marketing plan for a stated product or service.

Learning outcomes The learner will:	Assessment criteria The learner can:
1 Understand the role of marketing in business	1.1 Explain how marketing can be defined 1.2 Explain the contribution of marketing to the achievement of business objectives 1.3 Analyse the external factors influencing marketing 1.4 Explain the role of marketing in a not for profit business 1.5 Explain the elements of the marketing process
2 Understand the principles of marketing	2.1 Explain the different elements of the marketing mix 2.2 Explain methods of segmenting markets 2.3 Evaluate the benefits of segmenting markets 2.4 Analyse different methods of researching a market 2.5 Explain how current technology impacts on marketing activity
3 Understand the application of the marketing mix in a specific business	3.1 Review the market segments for a specific product or business 3.2 Analyse how the business positions its products or services 3.3 Explain how products are distributed 3.4 Analyse the use of pricing strategies 3.5 analyse the promotional strategy used by the business
4 Be able to develop a marketing plan for a specific product or service	4.1 Propose strategic aims and objectives for the plan 4.2 Determine the target market/s for marketing activity, with justification

	4.3 Analyse the macro and micro environmental factors influencing the marketing planning 4.4 Propose a marketing mix for the product or service 4.5 Explain how factors relevant to the implementation of the plan have been considered

Indicative Content

1 Understand the role of marketing in business

Marketing definitions
- Differing definitions by various marketing bodies/associations e.g. CIM

Business objectives
- To introduce a new product
- To enter a new market
- To expand market share
- To increase sales
- To increase profits

Marketing contribution to business objectives
- Building competitive advantage
- Improving customer focus
- Increasing customer satisfaction
- Enhancing reputation
- Improving quality

External factors
- Political, economic, social and technological factors
- Pressure groups, competitors, Porter's competitive forces

Not for profit marketing
- Providing information in order to change attitudes e.g. health campaigns
- Providing information and generating income e.g. charities
- Social marketing e.g. political campaigns

Marketing process
- Marketing audit
- Environmental analysis
- SWOT analysis
- Setting aims and objectives
- Planning
- Constraints
- Options

2. Understand the principles of marketing

Elements of the marketing mix
- Product mix: products and brands, features and benefits, product life cycle, Boston Matrix, product development, positioning,
- Price: cost plus, competitive, psychological, skimming, use of strategies in different markets,
- Promotion: above and below the line promotion, public relations, ethics in promotion, internet promotion, direct marketing, choice of strategy

- Place: types of distribution channel, managing distribution channels, use of Internet in distribution, choosing appropriate distribution channel
- Shift from 4Ps to 7Ps product-service continuum, the extended marketing mix, the soft elements of marketing e.g. people

Methods of segmenting markets
- Demographic
- Socio-economic
- Geographic
- Psychographic
- Benefits of segmentation

Marketing research methods
- Primary, secondary
- Qualitative/quantitative
- Surveys, questionnaires
- Sampling methods
- Interviews, structured, unstructured, focus groups
- Observation
- Experimentation
- Ethnography

Impacts of new technology
- Use of social media, Facebook, Linked in, Twitter
- Viral marketing
- Mobile marketing

3. Understand the application of the marketing mix in a specific business

Market segment description
- Demographic
- Socio-economic
- Geographic
- Psychographic

Positioning and product mix
- Analysis of positioning
- Products and brands offered
- Product life cycle analysis
- Boston Matrix analysis
- product development process
- Porter's competitive forces
- Stakeholder analysis

Methods of distribution
- Analysis of distribution channels
- Management of distribution channels
- How channels reach target market

Pricing strategies
- Analysis of strategies used
- Promotional strategies
- Analysis of strategies used