



## Level 7 Diploma in Tourism and Hospitality Management

Unit Title	Level	Credit	GLH
<b>Mandatory Units</b>			
Managing Operations and Marketing for Tourism and Hospitality Organisations	7	20	80
Destination Management: Policy, Planning and Promotion	7	20	80
<b>Optional Units ( Learner must choose one unit from below to achieve this qualification)</b>			
Contemporary Management in Tourism & Hospitality	7	20	80
Tourism and Hospitality Business Strategy	7	20	80
Ethics Risk and Decision Making in the Tourism and Hospitality Industry	7	20	80
Advanced Research Methods for Tourism and Hospitality	7	20	20



## **Unit Format**

Each of level 7 courses 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 summaries the content of the unit. All units and courses have a level assigned to them which represents the level of achievement. The level of each unit is informed by the 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.

### **Assessment Criteria**

The assessment criteria describe the requirements a learner is expected to meet in order to demonstrate that the learning outcome has been achieved. Command verbs reflect the level of the course.



# Managing Operations and Marketing for Tourism and Hospitality Organisations

**Unit Title:** Managing Operations and Marketing for Tourism and Hospitality Organisations  
**Guided Learning Hours:** 80  
**Level:** 7  
**Credits:** 20  
**Unit Grading System: -** Pass

## Unit purpose and aim(s):

This unit is about current marketing planning and considers a range of operational management concepts, marketing strategy and E Distribution to provide students with an in-depth insight into operations and marketing management in tourism and hospitality. The unit explores how different types of organisations address the key issue of marketing planning and the way in which this has been influenced by technological advances.

The unit also provides students with the opportunity to explore how organisations collaborate to generate worldwide marketing campaigns with an additional focus on branding businesses and destinations, the role events play in promoting the image of places and in keeping products and market fresh.

### Learning Outcome

### Assessment Criteria

#### The learner can:

<p><b>1.</b> Be able to critically evaluate consumer behaviour in tourism and hospitality</p>	<p><b>1.1</b> Apply consumer behaviour models and related theory to the tourism and hospitality industry</p> <p><b>1.2</b> Analyse consumer behaviour to identify market opportunities, trends, forecasts and operational reports</p> <p><b>1.3</b> Critically assess the impact of consumer behaviour for an organisation or activity</p>
<p><b>2.</b> Be able to critically evaluate operations management theory to develop solutions to operational problems</p>	<p><b>2.1</b> Understand, apply and critically assess operations management through the use of the operations management model and related theories</p> <p><b>2.2</b> Critically analyse external (PESTEL) factors to explain their impacts on an organization's operational management</p> <p><b>2.3</b> Synthesise a range of operations management topics, including revenue management, capacity management, performance management, quality management and service quality</p>

<p><b>3.</b> Be able to critically analyse approaches to marketing in different organisations, networks and partnerships, giving consideration to ethical issues and corporate social responsibility</p>	<p><b>3.1</b> Apply a range of tools (including the Marketing Mix, Porter s 5 Forces) to critically evaluate a specific tourism and hospitality market sector</p> <p><b>3.2</b> Explain and analyse the issues around marketing tourism and hospitality, paying particular attention to contemporary consumer issues, including ethics and Corporate Social Responsibility</p> <p><b>3.3</b> Critically evaluate a range of marketing methods in a variety of organisational and operational contexts to develop new products and services and to assess business development appal Utilities</p>
<p><b>4.</b> Be able to critically evaluate and discuss technology and distribution within an organizational context</p>	<p><b>4.1</b> Identify and assess routes to market for promotional activities and marketing</p> <p><b>4.2</b> Critically evaluate the role of technology within an operational and marketing context</p> <p><b>4.3</b> Provide a critical analysis of e-distribution within a marketing and operational context, focussing on</p>
<p><b>5.</b> Be able to critically evaluate a range of concepts and theories in academic literature, and to apply these to the development of operational and marketing strategies</p>	<p><b>5.1</b> Evaluate and synthesise contemporary research and literature from a range of appropriate sources, 5 including peer-reviewed journals</p> <p><b>5.2</b> Critically assess operations and marketing strategies using strategic management models and theories</p> <p><b>5.3</b> Critically synthesise research and theory to develop operational management and marketing strategies within an organizational context</p>



## Destination Management Policy, Planning and Promotion

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<b>Unit Title:</b>	Destination Management: Policy, Planning and Promotion
<b>Guided Learning Hours:</b>	80
<b>Levels:</b>	7
<b>Credits:</b>	20
<b>Unit grading system:</b>	Pass

### Unit purpose and aim(s):

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This unit provides participants with an in-depth understanding of the issues and key dimensions of city marketing environments from the perspective of a city marketing strategy facing marketers in the field of international tourism and city marketing. This unit seeks to explain the role of tourism and the visitor economy in the modern international city and to critically analyse this in relation to a number of theoretical perspectives.

The unit also equips students with critical understanding of broader perspectives required to manage and market tourism in the modern international city, and inform international city and marketing strategies.

Learning Outcomes	Assessment Criteria
<b>The learner can:</b>	
<b>1.</b> Critically evaluate the literature and theory related to destination marketing, image-creation and branding	<b>1.1</b> Debate the complex nature of destination management <b>1.2</b> Analyse the dynamics of destination management and the need to re-image regularly <b>1.3</b> Critically evaluate the importance of tourism and the visitor economy for destinations, and the implications for marketing
<b>2.</b> Critically evaluate the factors that impact on destination management	<b>2.1</b> Critically assess the challenges facing marketers when developing city marketing strategies <b>2.2</b> Identify the tools needed for making decisions, for managing and controlling operations <b>2.3</b> Critically evaluate what makes a good or a poor model of city marketing
<b>3.</b> Be able to apply the tools needed to develop a destination marketing strategy	<b>3.1</b> Identify the main elements in a destination marketing strategy <b>3.2</b> Design a destination marketing campaign

<p><b>4.</b> Critically synthesise a range of macro-environmental issues, to develop a contextual approach to destination management and marketing</p>	<p><b>4.1</b> Critically evaluate the impacts of globalisation on destination marketing  <b>4.2</b> Critically analyse the impacts of international tourism on destination marketing  <b>4.3</b> Critically evaluate the changing needs of visitors and consumers, and the implications for destination marketing</p>
<p><b>5.</b> Critically compare the differences between International and domestic destination management &amp; marketing</p>	<p><b>5.1</b> Critically compare and contrast international and domestic destination marketing campaigns  <b>5.2</b> Critically analyse the different perceptions on international versus domestic visitors, with regards to a given destination (i.e. critically analyse the destinations internal versus its external image)  <b>5.3</b> Critically assess the challenges of undertaking multilevel city marketing for tourism (e.g. international, national, regional and local level)</p>
<p><b>6.</b> Apply and evaluate appropriate destination marketing and management strategies for different contexts</p>	<p><b>6.1</b> Produce marketing strategies for cities at different stages of economic or political development (e.g. world or global, industrial, post-industrial, or post-socialist cities)  <b>6.2</b> Develop communication campaigns for cities with different kinds of attractions (e.g. heritage, arts, sports, events)  <b>6.3</b> Create images and brands for cities which are in the process of being regenerated and are new tourist destinations</p>



# Contemporary Management in Tourism & Hospitality

**Unit Title:** Contemporary Management in Tourism & Hospitality

**Guided Learning Hours:** 80

**Levels:** 7

**Credits:** 20

**Unit Grading System:** - Pass

## Unit purpose and aim(s):

The unit explores a range of theoretical and empirical material and introduces students to human resource management models and brings together knowledge, understanding, different interpretations and critical analysis of the contexts and issues relating to human resources in cross-cultural management.

Learning Outcomes		Assessment Criteria
<b>The learner can:</b>		
<b>1</b>	Critically apply management theories to a chosen business within the tourism and hospitality sector	<b>1.1</b> Understand a range of cross-cultural management concepts <b>1.2</b> Apply relevant cross-cultural management concepts to a specific business in the tourism and hospitality sector <b>1.3</b> Critically apply relevant cross-cultural management concepts to a specific business In the tourism and hospitality sector
<b>2</b>	Critically evaluate cross-cultural management trends and developments and their implications for the tourism and hospitality sector	<b>2.1</b> Identify a range of recent trends and developments in cross-cultural management <b>2.2</b> Critically evaluate key trends and developments in cross-cultural management <b>2.3</b> Identify and critically evaluate the implications of key trends and developments in cross-cultural management for businesses in the tourism and hospitality sector
<b>3</b>	Critically evaluate approaches to corporate social responsibility and ethics across a range of different countries and economic regions and their implications for the tourism and hospitality sector	<b>3.1</b> Understand a range of corporate social responsibility and ethics concepts and theories <b>3.2</b> Critically evaluate approaches to corporate social responsibility and ethics across a range of different countries and economic regions using a range of relevant concepts and theories <b>3.3</b> Identify and evaluate implications of approaches to corporate social responsibility and ethics across a range of different countries and economic regions for businesses in the tourism and hospitality sector

4	<p>Critically evaluate developments in international labour laws and personnel management and their implications for businesses in the tourism and hospitality sector</p>	<p><b>4.1</b> Understand developments in international labour laws and personnel development</p> <p><b>4.2</b> Critically evaluate developments in international labour law and personnel development across a range of different countries and economic regions using a range of relevant concepts and theories</p> <p><b>4.3</b> Identify and critically evaluate implications of developments in international labour laws and personnel management across a range of different countries and economic regions for businesses in the hospitality and tourism sector</p>
5	<p>Critically analyse the implications for tourism and hospitality managers of the economic, political, legal and cultural contexts of different countries and economic regions</p>	<p><b>5.1</b> Analyse the economic, political, legal and cultural contexts of different countries and economic regions using relevant conceptual frameworks and theories</p> <p><b>5.2</b> Identify the implications for tourism and hospitality managers resulting from an analysis of the economic, political, legal and cultural contexts of different countries and economic regions</p> <p><b>5.3</b> Critically analyse, using a range of relevant concepts and theories, the implications for tourism and hospitality managers resulting from an analysis of the economic, political, legal and cultural contexts of different countries and economic regions</p>





# Tourism and Hospitality Business Strategy

**Unit Title:** Tourism and Hospitality Business Strategy  
**Guided Learning Hours:** 80  
**Levels:** 7  
**Credits:** 20  
**Unit grading system:** Pass

## Unit purpose and aim(s):

The unit explores a range of theoretical and empirical material and introduces students to human resource management models and brings together knowledge, understanding, different interpretations and critical analysis of the contexts and issues relating to human resources in cross-cultural management.

<b>Learning Outcomes</b>  <b>The learner can:</b>	<b>Assessment Criteria</b>
1. Discuss and evaluate definitions of corporate strategy	<b>1.1</b> Identify a range of definitions of corporate strategy <b>1.2</b> Explain and apply definitions of corporate strategy to a chosen organisation within the tourism and hospitality industry <b>1.3</b> Critically evaluate the chosen definitions of corporate strategy in the context of the chosen organisation
2. Critically evaluate and apply the various models available to strategists in tourism and hospitality, to assess the macro- and micro- environments	<b>2.1</b> Identify a range of relevant analytical models <b>2.2</b> Apply the identified range of analytical models to a specific business within the tourism and hospitality sector <b>2.3</b> Evaluate each of the chosen analytical models both in terms of their theoretical content and their applicability to the specified organisation within the tourism and hospitality sector <b>2.4</b> Critically evaluate organisational strategies <b>2.5</b> Propose and justify recommendations for future strategic development.
3. Critically evaluate the impact of organisational culture on strategy development and implementation	<b>3.1</b> Define, explain and assess the management of diverse individuals, groups and teams <b>3.2</b> Identify ways in which organisation culture can impact on strategy development and implementation <b>3.3</b> Evaluate the impact of organisational culture on strategic development and implementation within chosen tourism and hospitality organisations

<p>4. Critically evaluate the idea of globalisation and the opportunities this creates for tourism and hospitality businesses</p>	<p><b>4.1</b> Evaluate and discuss the advantages and disadvantages of various approaches that organisations can take towards internalization</p> <p><b>4.2</b> Propose and justify the most appropriate growth strategy for a specific organisation</p>
<p>5. Critically synthesise theory relating to portfolio management, resource allocation and management approaches in tourism and hospitality</p>	<p>5.1 Explain portfolio management theory and the principle of resource allocation</p> <p>5.2 Apply the theory of portfolio management and the principle of resource allocation to the chosen organisation</p> <p>5.3 Critically assess the relevance of portfolio management and resource allocation to the chosen organisation</p>
<p>6. Critically appraise how environmental factors impact on businesses</p>	<p>6.1 Identify key external environmental factors the chosen organisation should consider</p> <p>6.2 Using clear criteria establish the key external environmental factors facing the organisation</p> <p>6.3 Critically appraise how these factors may impact on the business</p>

## Ethics Risk and Decision Making in the Tourism and Hospitality Industry

<b>Unit Title:</b>	Ethics Risk and Decision Making in the Tourism and Hospitality Industry
<b>Guided Learning Hours:</b>	80
<b>Level:</b>	7
<b>Credits:</b>	20
<b>Unit grading system:</b>	Pass

### Unit purpose and aim(s):

This unit examines a range of issues relevant to the contemporary hospitality industry and is designed to develop an appreciation of the ethical, social and moral issues related to the development and operations of hospitality and tourism enterprises.

Learning Outcomes		Assessment Criteria
<b>The learner can:</b>		
<b>1</b>	Be able to critically evaluate and explain a range of ethical concepts and issues and apply these to the tourism and hospitality industry	<b>1.1</b> Critically evaluate ethical concepts and issues and apply these to the tourism and hospitality industry <b>1.2</b> Critically evaluate the differences between the public, private and voluntary sectors in tourism and hospitality <b>1.3</b> Critically evaluate ethics in the context of sustainability and Corporate Social Responsibility
<b>2</b>	Be able to critically analyse and evaluate how personal, team and corporate ethics influence decision-making and risk management in a range of tourism and hospitality contexts	<b>2.1</b> Critically evaluate decision making at different levels of an organization <b>2.2</b> Provide a critical evaluation of ethical decision making and the adoption of ethical concepts such as Fairtrade <b>2.3</b> Critically assess business risk management in a particular tourism and hospitality context

	<p><b>3</b> Be able to critically evaluate ethics within tourism and hospitality research</p>	<p><b>3.1</b> Critically assess market research needs and appropriate data collection methods</p> <p><b>3.2</b> Discuss critically the ethical issues around tourism and hospitality research</p> <p><b>3.3</b> Identify and propose appropriate methods of market research for tourism and hospitality</p>
	<p><b>4</b> Be able to critically evaluate ethics in the context of marketing and management strategies for tourism and hospitality organisations</p>	<p><b>4.1</b> Critically evaluate issues for tourism and hospitality marketing</p> <p><b>4.2</b> Critically analyse contemporary ethical issues in tourism and hospitality</p> <p><b>4.3</b> Critically evaluate business decision making in the context of ethics</p>
	<p><b>5</b> Be able to critically analyse the role of managers and stakeholders in the context of strategic planning</p>	<p><b>5.1</b> Critically evaluate levels of influence and power amongst a wide range of stakeholders</p> <p><b>5.2</b> Critically evaluate the notion of the Triple Bottom Line</p> <p><b>5.3</b> Develop a critical awareness of the scope of business decision making to justify strategic plans</p>

## Advanced Research Methods for Tourism and Hospitality

**Unit Title:** Advanced Research Methods for Tourism and Hospitality

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**Guided Learning Hours:** 80  
**Levels:** 7  
**Number of Credits:** 20  
**Unit grading system:** Pass

### Unit aim(s):

The purpose of this unit is to examine and critique a range of research paradigms and research techniques, together with their application to tourism and hospitality research. The unit will provide students with the skills and knowledge required to identify and investigate problems and issues within tourism and hospitality and critically review appropriate research methods.

Learning Outcomes  The learner can:	Assessment Criteria
1. Be able to demonstrate a comprehensive understanding of research within tourism and hospitality research	1.1 Explore the context of advanced research methods 1.2 Critically evaluate the research process 1.3 Critically assess the development of research in tourism and hospitality
2. Be able to critically evaluate research philosophies and their application to tourism and hospitality research	2.1 Be able to critically evaluate research philosophies and their application to tourism and hospitality research 2.2 Critically assess a range of sources of information to support and develop research 2.3 Critically analyse the different approaches to research 2.4 Design appropriate research methods in tourism and hospitality 2.5 Evaluate a range of information sources to make effective decisions around the collection of data 2.6 Critically evaluate different approaches to data collection
3. Be able to critically analyse a range of data to produce research outputs	3.1 Critically evaluate a range of secondary data 3.2 Critically evaluate complex sets of primary data 3.3 Synthesise qualitative and quantitative data in a complex mixed method approach to research

4. Be able to critically assess research projects and demonstrate an ability to develop independent research projects

4.1 Critically evaluate issues of reliability and validity in data, and identify solutions  
4.2 Develop and plan a research project appropriate for the level of study  
4.3 Through a critical evaluation of the research need, produce an appropriate research proposal