



ÉCOLE
SUPÉRIEURE
D'HÔTELLERIE

PARIS

**LEVEL 6 DIPLOMA IN
TOURISM AND HOSPITALITY
MANAGEMENT**

QUALIFICATION HANDBOOK

JANUARY 2017

UNITS OF ASSESSMENT

Title	The Strategic Impact of the Business Environment	
Ofqual ref	M/503/6110	
Unit Code	SIBE	
Level	6	
Credit value	40	
GLH	160	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Analyse how a Hospitality and Tourism business environment changes and evolves	1.1 Examine the current business environment issues that impact on Hospitality and Tourism Organisations 1.2 Examine the evolving business environment issues and their impact on Hospitality and Tourism Organisations	<ul style="list-style-type: none"> • Concept, significance and nature of business environment • Elements of environment – internal and external • Natural disasters, global warming, environmental concerns, security
2. Analyse how changes in the business environment affect the strategy of a Hospitality and Tourism Organisation	2.1 Use analysis tools to determine how changes in the external environment impact on Hospitality or Tourism Organisations and their market 2.2 Use analysis tools to determine how the market for Hospitality or Tourism Organisations is changing and evolving 2.3 Analyse the internal factors that impact on Hospitality and Tourism Organisations strategic performance 2.4 Make recommendations on how a Hospitality and Tourism Organisation should develop or adapt strategies to respond to market changes	<ul style="list-style-type: none"> • The changing dimensions of business environment and their impact on Hospitality and Tourism Organisations • Impact of technology • Diversity management • Diversification • Globalisation <ul style="list-style-type: none"> - Macro environment - PESTEL - Porter's Five Forces Analysis - SWOT analysis. - Micro environment - Suppliers, publics, intermediaries, customers and competitors • McKinsey's 7S's Framework • Organisational climate; work culture, resources, competences and core competences • Competitive advantage. • Porter's value chain analysis and its application in the industry • Porter's generic strategy (framework of focus, cost leadership, and differentiation) • Risk management, reputation, financial, economic

Additional information about the unit	
Unit purpose and aim(s)	<p>SIBE This unit will develop critical analysis skills in students enabling them to scrutinise the external and internal factors that impact upon Hospitality and Tourism Organisations worldwide.</p> <p>Students will demonstrate ability to use a variety of analysis tools to facilitate analysis of environmental and internal business factors and their effect on the business and its market.</p> <p>Students will develop their ability to assess the impact of these changing and evolving factors on a Hospitality and Tourism Organisations ability to respond and develop appropriate strategies.</p>
Unit review date	
Assessment requirements specified by a sector or regulatory body (if appropriate)	To be assessed by assignment
Support for the unit by a sector or other appropriate body (if required)	Industry support
Location of the unit within the subject/sector classification system	7.4 Hospitality and catering; 8.2 Travel and Tourism
Name of the organisation submitting the unit	CTH

Title	Business Strategy for Hospitality and Tourism	
Ofqual ref	T/503/6111	
Unit Code	BSHT	
Level	6	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Analyse the impact of the business environment on the success of an organisation	<p>1.1 Critically analyse the internal business environment for a Hospitality and Tourism Organisation</p> <p>1.2 Critically analyse the external business environment for a Hospitality and Tourism Organisation</p>	<ul style="list-style-type: none"> • Internal environmental analysis for Hospitality and Tourism Organisations • Models for assessment of internal business environment • Buyers, suppliers, intermediaries, competitors • Financial institutions • SWOT analysis • External environmental analysis • Models for external business analysis (industry life cycle, PESTLE, SWOT, Porter's five forces, Pressure Groups) • Critical Success Factors (CSFs)/Strategic Industry Factor's (SIFs)
2. Develop a strategic plan for a Hospitality and Tourism Organisation	<p>2.1 Critically evaluate options for strategic growth for a Hospitality and Tourism Organisation</p> <p>2.2 Identify and critically evaluate the strategic options for gaining competitive advantage</p> <p>2.3 Make justified recommendations as to the strategic direction for a Hospitality and Tourism Organisation</p> <p>2.4 Prepare an outline strategic plan based on a critical analysis of the strategic environment and strategic options facing a Hospitality and Tourism Organisation</p>	<ul style="list-style-type: none"> • Growth strategies - Ansoff Matrix, BCG Matrix • Competitive strategies – Porter's Generic Strategies • Strategic planning

3. Develop a strategic implementation plan	3.1 Assess the role of integrated operational plans in implementing business strategy 3.2 Evaluate the factors that may affect the implementation of a Hospitality or Tourism Organisations strategy 3.3 Develop a communications plan to assist the implementation of strategy 3.4 Assess the use of targets and budgets as a form of control when implementing strategic plans	<ul style="list-style-type: none"> • Strategy and Strategic Management definitions, concepts and perspectives • The scope and process of Strategic Management • Vision, Mission, SMART objectives • Corporate, Functional and operational objectives, finance, HR, marketing, production • Product and service development strategy and process • Strategic planning methods: top down and bottom up planning • Strategic fit and resources analysis • Implementation – action and communication plans • Barriers to implementation • Culture • Stakeholders internal and external • Control – targets and budgets
Additional information about the unit		
Unit purpose and aim(s)	BSHT This unit aims to introduce students to the development of strategy for a Hospitality or Tourism Organisation that creates competitive advantage and long term sustainable growth for the business. Students will be able to identify and critically evaluate the issues facing a Hospitality or Tourism Organisation when implementing a strategic plan and apply a range of methods and tools to assist with strategic implementation.	
Unit review date		
Assessment requirements specified by a sector or regulatory body (if appropriate)	To be assessed by assignment	
Support for the unit by a sector or other appropriate body (if required)	Industry support	
Location of the unit within the subject/sector classification system	7.4 Hospitality and catering; 8.2 Travel and Tourism	
Name of the organisation submitting the unit	CTH	

Title	Managing Events for Hospitality and Tourism	
Ofqual ref	A/503/6112	
Unit Code	MEHT	
Level	6	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Critically evaluate the issues involved in managing events for Hospitality and Tourism	1.1 Appraise the size, nature and structure of the event industry 1.2 Analyse the complexities of event management	<ul style="list-style-type: none"> • Event typologies • Organisational/business • Cultural • Leisure, sporting events personal • Business tourism, • Conference sector • International and domestic case studies • Explicit and implicit service • Environmental scanning • Distinctive features of service operations • Risk • Legal and regulatory issues • Ethical and social issues • Reputation
2. Develop plans for managing events for the Hospitality and Tourism industry	2.1 Critically evaluate event management processes 2.2 Critically analyse the integration of operations management theory within the context of event management 2.3 Critically analyse the integration of service quality theory and application within events management	<ul style="list-style-type: none"> • The event management process: pre, real-time and post-event management • Operations management, including environmental and health & safety issues • Service quality dimensions: reliability, responsiveness, assurance, empathy and tangibles • Risk Management

Additional information about the unit	
Unit purpose and aim(s)	<p>MEHT Students will develop an understanding of the event industry and the unique aspects of managing events.</p> <p>Students will develop the ability to apply operational and service quality management techniques to event management and make improvements to the event management process that will enhance the customer experience.</p>
Unit review date	
Assessment requirements specified by a sector or regulatory body (if appropriate)	To be assessed by assignment
Support for the unit by a sector or other appropriate body (if required)	Industry support
Location of the unit within the subject/sector classification system	7.4 Hospitality and catering; 8.2 Travel and Tourism
Name of the organisation submitting the unit	CTH

Title	Quality Management for Hospitality and Tourism	
Ofqual ref	F/503/6113	
Unit Code	QMHT	
Level	6	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Understand how quality management can be used to improve Hospitality and Tourism Operations	1.1 Critically evaluate the importance of quality management within key hospitality functions 1.2 Assess the role of personnel in maintaining quality 1.3 Analyse how 'continuous quality and service improvement' can improve service levels 1.4 Critically evaluate the relationship between Quality Management and Human Resource Management	<ul style="list-style-type: none"> • Quality management and measures • Role of personnel in maintaining quality • Service management and measures • Role of HRM in quality management
2. Develop continuous quality improvement measures for Hospitality and Tourism Operations	2.1 Employ a range of qualitative techniques to critically evaluate the effectiveness of Hospitality and Tourism operations 2.2 Employ a range of quantitative techniques and theories to critically evaluate the effectiveness of Hospitality and Tourism operations 2.3 Recommend ways to enable Continuous improvement to service levels	<ul style="list-style-type: none"> • Service quality • SERVQUAL model; • Hospitality Assured • Customer feedback • Performance management • Service improvement. • Quality measures • Service measures • Customer research and feedback • Human resources planning • Performance management • Quality management • Staff training • Continuous improvement

Additional information about the unit	
Unit purpose and aim(s)	<p>QMHT Students will gain an understanding of the role of quality management in improving customer service levels for Hospitality and Tourism operations.</p> <p>Students will develop skills to enable them to make recommendations to amend quality improvement processes to improve the customer experience.</p>
Unit review date	
Assessment requirements specified by a sector or regulatory body (if appropriate)	To be assessed by closed book written examination
Support for the unit by a sector or other appropriate body (if required)	Industry support
Location of the unit within the subject/sector classification system	7.4 Hospitality and catering; 8.2 Travel and Tourism
Name of the organisation submitting the unit	CTH

Title	Marketing Strategies for Hospitality and Tourism	
Ofqual ref	J/503/6114	
Unit Code	MSHT	
Level	6	
Credit value	30	
GLH	120	
Learning outcomes	Assessment criteria	Indicative content
When awarded credit for this unit, a student will:	Assessment of this learning outcome will require a student to demonstrate that they can:	
1. Contribute to the development of marketing strategies for Hospitality and Tourism Organisations	1.1 Critically evaluate the role of relationship marketing in marketing strategy 1.2 Critically evaluate the role of branding in marketing strategy 1.3 Discuss the impacts of technology on marketing strategy for Hospitality and Tourism Organisations	<ul style="list-style-type: none"> • Relationship marketing in Hospitality and Tourism marketing strategies • Transactional-v-relationship marketing • Customer satisfaction • Customer loyalty • Network and relationship marketing • Strategic customer relations • Third party marketing through Travel Agents, airlines etc. • Extended marketing mix, • Brand identity and strategy • Green issues • Ethics and social marketing • Effectiveness of e-marketing • Knowledge management • ACT • Data analysis • Customer data and information • Role of media, viral and e-marketing, twitter
2. Critically evaluate how public relations can contribute to marketing strategy for Hospitality and Tourism Organisations	2.1 Discuss the role public relations plays in marketing strategy for Hospitality and Tourism Organisations 2.2 Appraise public relation's tactics in the context of marketing strategies for Hospitality and Tourism	<ul style="list-style-type: none"> • Strategic customer relations • Stakeholders • Pressure groups • Strategic versus tactical

Additional information about the unit	
Unit purpose and aim(s)	<p>MSHT Students will develop the ability to contribute to the strategic marketing of Hospitality and Tourism Organisations and products through critical understanding of the strategic issues affecting and informing marketing strategy in the industry sectors.</p> <p>Students will be able to demonstrate a clear understanding of the role that public relations plays in implementing marketing strategy and communicating with Hospitality and Tourism Organisations' key stakeholders.</p>
Unit review date	
Assessment requirements specified by a sector or regulatory body (if appropriate)	To be assessed by assignment
Support for the unit by a sector or other appropriate body (if required)	Industry support
Location of the unit within the subject/sector classification system	7.4 Hospitality and catering; 8.2 Travel and Tourism
Name of the organisation submitting the unit	CTH

Level 6 Diploma in Tourism and Hospitality Suggested Text Books

EITI Suggested Text Books

Ashworth, G. and Goodall, B. eds. (2013). *Marketing Tourism Places*. London: Routledge. Available on EBSCO.

Ateljevic, I., Pritchard, A. and Morgan, N. eds. (2007). *The Critical Turn in Tourism Studies : Innovative Research Methods*. Oxford: Elsevier. Available on EBSCO.

Brotherton, B. and Wood, R. eds. (2008). *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Hannam, K. and Knox, D. (2010). *Understanding Tourism: A critical introduction*. London: Sage.

Robinson, M. and Jamal, T. eds. (2009). *The Sage Handbook of Tourism Studies*. London: Sage. Available on EBSCO.

Wilson, J. ed. (2012). *The Routledge Handbook of Tourism Geographies*. London: Routledge. Available on EBSCO.

Research work published in the following academic journals:

Annals of Tourism Research

Tourism Geographies

Current Issues in Tourism

Hospitality and Society

International Journal of Contemporary Hospitality Management

Mobilities

SIBE Suggested Text Books

Brotherton, B. and Wood, R. eds. (2008). *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Edgell, D. (2013). *Tourism, Policy and Planning: Yesterday, Today and Tomorrow*. London: Routledge. Available on EBSCO.

Hassanien, A., Dale, C., and Clarke, A. (2010). *Hospitality Business Development*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Lee-Ross, D. and Lashley, C. (2009). *Entrepreneurship and Small Business Management in the Hospitality Industry*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Page, S. (2011). *Tourism Management: An introduction*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Sheppardson, C. and Gibson, H. (2011). *Leadership and Entrepreneurship in the Hospitality Industry*. Oxford: Goodfellow. Available on EBSCO.

Research work published in the following academic journals

Annals of Tourism Research

International Journal of Hospitality Management

International Journal of Contemporary Hospitality Management

Tourism Management

Journal of Quality Assurance in Hospitality and Tourism

Service Industries Journal

BSHT Suggested Text Books

Business Strategy for Hospitality and Tourism

Brotherton, B. and Wood, R. eds. (2008). *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Cullen, J. and Parboteeah, P. (2009). *International Business : Strategy and the Multinational Company*. London: Routledge. Available on Ebsco.

Page, S. (2011). *Tourism Management: An introduction*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Sheppardson, C. and Gibson, H. (2011). *Leadership and Entrepreneurship in the Hospitality Industry*. Oxford: Goodfellow. Available on EBSCO.

Verbeke, A. (2013). *International Business Strategy : Rethinking the Foundations of Global Corporate Success*. Cambridge: Cambridge University Press. Available on Ebsco.

Witt, S., Buckley, P. and Brooke, M. (2013). *The Management of International Tourism*. London: Routledge. Available on Ebsco.

Research work published in the following academic journals

International Journal of Contemporary Hospitality Management

International Journal of Hospitality Management

Tourism Management

Journal of Travel and Tourism Marketing

European Journal of Marketing

European Management Journal

MEHT Suggested Text Books

Adams, L. and James, C. (2013). *Event Management in Sport, Recreation and Tourism : Theoretical and Practical Dimensions*. London: Routledge. Available on EBSCO.

Ali-Knight, J., Robertson, M., Fyall, A. and Ladkin, A. eds. (2009). *International Perspectives of Festivals and Events: Paradigms of Analysis*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Andrews, H. And Leopold, T. (2013). *Events and the Social Sciences*. London: Routledge. Available on EBSCO.

Blackshaw, T. ed. (2013). *Routledge Handbook of Leisure Studies*. London: Routledge. Available on EBSCO.

Bowdin, G. (2011). *Events Management*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Sharples, L. and Hall, C. M. (2008). *Food and Wine Festivals and Events Around the World : Development, Management and Markets*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Research work published in the following academic journals

Annals of Tourism Research

Tourism Management

Event Management

International Journal of Events Management Research

Journal of Policy Research in Tourism, Leisure and Events

International Journal of Cultural Policy

QMHT Suggested Text Books

Adams, L. and James, C. (2013). *Event Management in Sport, Recreation and Tourism : Theoretical and Practical Dimensions*. London: Routledge. Available on EBSCO.

Brotherton, B. and Wood, R. eds. (2008). *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Hudson, S. and Hudson, L. (2012). *Customer Service in Tourism and Hospitality*. Oxford: Goodfellow. Available on EBSCO.

Jones, P. (2008). *Handbook of Hospitality Operations and IT*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Laws, E. and Scott, N. eds. (2006). *Knowledge Sharing and Quality Assurance in Hospitality and Tourism*. Oxford: Haworth. Available on EBSCO.

Page, S. (2011). *Tourism Management: An introduction*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Research work published in the following academic journals

Annals of Tourism Research

International Journal of Hospitality Management

International Journal of Contemporary Hospitality Management

Tourism Management

Journal of Quality Assurance in Hospitality and Tourism

Service Industries Journal

MSHT Suggested Text Books

Andreu, L, Gnoth, J. and Kozak, M. eds. (2009). *Advances in Tourism Destination Marketing*. London: Routledge. Available on EBSCO.

Brotherton, B. and Wood, R. eds. (2008). *The Sage Handbook of Hospitality Management*. London: Sage. Available on EBSCO.

Buhalis, D. and Egger, R. eds. (2009). *ETourism Case Studies: Management and Marketing Issues*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Ashworth, G. and Goodall, B. eds. (2013). *Marketing Tourism Places*. London: Routledge. Available on EBSCO.

McCabe, S. (2009). *Marketing Communications in Tourism and Hospitality*. Oxford: Butterworth-Heinemann. Available on EBSCO.

Tresidder, R. and Hirst, C. (2012). *Marketing in Food, Hospitality, Tourism and Events: A Critical Approach*. Oxford: Goodfellow. Available on EBSCO.

Research work published in the following academic journals

International Journal of Contemporary Hospitality Management

Journal of Policy Research in Tourism, Leisure and Events

Tourism Management

Journal of Travel and Tourism Marketing

European Journal of Marketing

Journal of Vacation Marketing