Qualification Handbook

BIIAB Level 3 Award in Hospitality Business Management

600/4570/X

BIIAB Level 3 Certificate in Hospitality Business Management

600/4577/2

Version 2

Version and date	Change, alteration or addition	Section
November 2017, Version 2	Updated handbook throughout to remove reference to "QCF"	Front page, header, Section 1, 6, 7, 13
	Updated RoC with TQT figures	Section 6 and 7

Table of Contents

1. About the BIIAB Level 3 Award in Hospitality Business Management and BIIAB Level 3 Certificate in Hospitality Business Management

BIIAB is regulated to deliver these qualifications by Ofqual and CCEA Regulation in England and Northern Ireland respectively. Each qualification has a unique Qualification Number (QN) which is shown below. Each unit within the qualifications will also have a regulatory Unit Reference Number (URN).

The QN code will be displayed on the final certificate for the qualification.

Qualification Title	Qualification Number (QN) (England and Northern Ireland)
BIIAB Level 3 Award in Hospitality Business Management	600/4570/X
BIIAB Level 3 Certificate in Hospitality Business Management	600/4577/2

2. Objective and Purpose of this Qualification

These qualifications have been designed to allow learners to obtain and then demonstrate the knowledge surrounding professional development in various specific areas of licensed premises, at level 3.

The primary purpose of the qualification is to prepare for further learning or training and/or develop knowledge and/or skills in a subject area. However, employers can also rely on the knowledge provided as meeting nationally recognised standards at this level as such the sub-purpose is to prepare for further learning or training, and also to develop knowledge and/or skills in a subject area.

Due to constant Regulatory, policy and funding changes users are advised to check this qualification has been placed in the relevant Apprenticeship Framework and / or is funded for use with individual learners before making registrations. If you are unsure about the qualifications status please contact BIIAB head office.

3. About this Handbook

This support pack has been developed to provide guidance for learners, assessors and quality assurers undertaking, delivering, or quality assuring this qualification.

The purpose of the support pack is to provide the majority of the key information that may be needed to prepare for, and help support, the successful delivery of the qualification, in one place.

If this pack is updated, centres will be notified via the BIIAB monthly newsletter which goes to approved centres.

4. BIIAB Customer Service

BIIAB is committed to giving the highest possible levels of customer service. The BIIAB's Service Level Agreement is available via www.biiab.org.

Our Customer Service team can be contacted between the hours of 0900 and 1700 Monday to Friday by using the contact details below, or outside those hours, by leaving a message on our voicemail service.

Customer Service Contact Details: 01276 684449

Email: customersupport@bii.org

Our Customer Service team will be happy to assist with any administration related enquiries you may have. For example:

- registration and certification enquiries
- re-certification issues
- centres available in the local area
- appeals
- whistleblowing.

5. What are Rules of Combination (RoC)?

Under the Regulatory Framework qualifications can be made up of a combination of mandatory and/or optional units. The units and credits required to complete a qualification are set out by the rules of combination (RoC). The RoC allows for flexibility and transferability.

The ROC will specify:

- The total credit value of the qualification
- The amount of credit that must be achieved within specific groupings of units (e.g. Mandatory, Optional Unit, and Optional groups)
- The minimum credit which must be achieved at the level or above the level of the qualification
- The Total Qualification Time (TQT)
- The title, Unit Regulation Number and BIIAB Unit number for each unit, alongside its level, credit, and Guided Learning Hours (GLH)
- Any barred units (units that cannot be taken together as part of the qualification).

When choosing the appropriate route for a learner or group of learners, it is the responsibility of the centre to ensure the rules of combination are adhered to.

6. BIIAB Level 3 Award in Hospitality Business Management Rules of Combination (RoC) and Structure

To achieve the BIIAB Level 3 Award in Hospitality Business Management learners **must** gain a **total of 6** credits. This **must** consist of:

- **Minimum total** credit: 6

- A **minimum of 6** credits **must** be achieved through the completion of units at **Level 3** and above.

- Minimum GLH: **30**

- Maximum GLH: **30**

The qualification has been developed based upon industry feedback as to the fundamental knowledge required to work in the sector at the level.

Listed below are the qualification units.

Mandatory Unit Group A

Unit No.	URN	Unit Title	Credit	Level	GLH	Assessment Method
PLBC	A/503/7051	Profit Loss and Budget Control	2	3	10	Short-answer externally set assessment
UBM	F/503/7052	Understanding a Business Market	2	3	10	Short-answer externally set assessment
MTB	J/503/7053	Motivating a Team in Business	2	3	10	Short-answer externally set assessment

7. BIIAB Level 3 Certificate in Hospitality Business Management Rules of Combination (RoC) and Structure

To achieve the BIIAB Level 3 Certificate in Hospitality Business Management learners **must** gain a **total of 14** credits. This **must** consist of:

- **Minimum total** credit: 14

- A **minimum of 14** credits **must** be achieved through the completion of units at **Level 3** and above.

- Minimum GLH: **70**

- Maximum GLH: 7**0**

The qualification has been developed based upon industry feedback as to the fundamental knowledge required to work in the sector at the level.

Listed below are the qualification units.

Mandatory Unit Group A

Unit No.	URN	Unit Title	Credit	Level	GLH	Assessment Method
PLBC	A/503/7051	Profit Loss and Budget Control	2	3	10	Short-answer externally set assessment
UBM	F/503/7052	Understanding a Business Market	2	3	10	Short-answer externally set assessment
MTB	J/503/7053	Motivating a Team in Business	2	3	10	Short-answer externally set assessment

Optional Group A

Unit No.	URN	Unit Title	Credit	Level	GLH	Assessment Method
SC	A/503/7065	Stock Control	2	3	10	Short-answer externally set assessment
CSP	D/503/7057	Customer Service Procedures	2	3	10	Short-answer externally set assessment
TDD	H/503/7058	Training Design and Delivery	2	3	10	Short-answer externally set assessment
BP	H/503/7061	Business Planning	2	3	10	Short-answer externally set assessment
PTA	J/503/7067	Profit through Accommodation	2	3	10	Short-answer externally set assessment
SPM	K/503/7059	Sales Promotions and Merchandising	2	3	10	Short-answer externally set assessment
MCE	M/503/7063	Managing Capital Expenditure	2	3	10	Short-answer externally set assessment
REP	F/503/7066	Recruitment and Employment Practice	2	3	10	Short-answer externally set assessment
PFM	K/503/7062	Profitable Food Management	2	3	10	Short-answer externally set assessment

8. Age Restriction

The qualifications in this handbook is appropriate for use in the following age ranges:

- 16-18
- 19+.

9. Entry Requirements and Progression

There are no entry requirements for these qualifications. However, learners **must** be assessed to ensure they have a reasonable chance of achievement and will be able to generate the required evidence.

The qualifications are designed to equip learners with the knowledge surrounding professional development in various specific areas of licensed premises, at level 3. The qualifications have been designed to ensure that it allows learners to progress to higher level qualifications, such as the:

- 601/6776/2 C00/0743/0 BIIAB Level 4 Diploma in Management and Leadership
- 601/6773/7 C00/0743/1 BIIAB Level 5 Diploma in Management and Leadership

10. Assessment

Overview of assessment strategy

The Assessment Strategy has been designed in conjunction with an expert panel, and a steering group. All BIIAB approved training centres and their assessment must adhere to the designed assessment strategy for this qualification. The qualifications contain knowledge units, and each unit is externally set and marked by BIIAB. The examination for each unit comprises of 10 short-answer questions. Assessments provided by BIIAB will ensure that effective learning has taken place and that learners have the opportunity to:

- meet the assessment criteria
- achieve the learning outcomes.

Assessment process

Assessments will be accessible and will produce results that are valid, reliable, transparent and fair. BIIAB will ensure that the result of each assessment taken by a learner in relation to a qualification reflects the level of attainment demonstrated by that learner in the assessment, and will be based upon the achievement of all of the specified learning outcomes.

Details of the ordering process, assessment documentation, invigilation requirements to centres and the documentation to be completed can be found in the Examination and Invigilation Regulations for the Administration of BIIAB Qualifications document, available in the password protected area of CentreZone.

BIIAB will make every effort to ensure that it allows for assessment to:

- Be up to date and current
- Reflect the context from which the learner has been taught
- Be flexible to learner needs

Appeals

If learners are dissatisfied with an assessment outcome, they have the right to appeal. The **main** reasons for an appeal are likely to be:
- Learners do **not** understand why they are **not** yet regarded as having sufficient knowledge
- Learners believe they are competent and that they have been misjudged

BIIAB expects most appeals from learners to be resolved within the centre. BIIAB will only consider a learner's appeal after the centre's internal appeals procedure has been fully exhausted.

For full details of the BIIAB's appeals procedure please refer to www.biiab.org

11. Initial Assessment and Induction

Prior to the start of any programme it is recommended that centres should make an initial assessment of each learner. This is to ensure that the learners are entered for an appropriate type and level of qualification.

The initial assessment should identify the specific training needs that the learner has, and the support and guidance that they may require when working towards their qualification.

The centre must also identify any units the learner has already completed, or credits they have accumulated, relevant to the qualification.

BIIAB suggests that centres provide an induction programme to ensure the learner fully understands the requirements of the qualification they will work towards, their responsibilities as a learner, and the responsibilities of the centre.

12. Resources

BIIAB provides the following additional resources for this qualification:

- Learner materials
- Learning outcomes and assessment criteria
- Externally set assessments

All of these resources are available to download for BIIAB approved training providers.

www.biiab.org has secure sections within the website where BIIAB approved centres can access materials, and all other documentation relevant to the qualification. Centres can access this information by logging into www.biiab.org and searching for the qualification underneath the Qualifications tab.

Access to the Units

Units form the qualifications and the standard that **must** be achieved in order to be awarded each unit. This is covered within the learning outcomes, assessment criteria and the indicative content that form part of the delivery. The majority of these units are written by the Sector Skills Council, although some are written by other organisations. BIIAB includes the mandatory units within this pack, and makes all units available at www.biiab.org.

13. Design and Delivery

Centres must refer to the units that form the qualification and the standard that must be achieved in order to be awarded each unit. This is covered within the learning outcomes and assessment criteria that form part of the delivery.

Each unit within this qualification has been allocated a number of Guided Learning Hours (GLH).

This can include activities such as training/class room based sessions, tutorials, supervised study or supervised 'on-the-job' learning and face-to-face or other pre-arranged 1:1 teaching sessions (e.g. simultaneous electronic communication such as webcam contact or internet messaging). It could also include time spent undertaking assessments.

The qualification will be assigned Total Qualification Time (TQT), which, as well as GLH, will include the estimated number of hours spend in preparation, study or any other supervised learning, study or assessment for an average learner.

When planning how to deliver the qualification it is important to refer to this definition.

Centres must refer to the Assessment Principles and Additional Requirements detailed in this handbook when planning the delivery and assessment of these qualifications.

14. Format of Units

All units within the qualifications will be presented in a standard format that is consistent with the format for all units of assessment. The format will give tutors and learners guidance as to the requirements of the unit for successful completion. Each unit within this specification will be in the format below:

Unit Title

This will be the unit title submitted to the Regulator.

Unit Number / Unit Reference Number (URN)

The Unit Reference Number is the unique code that the unit is given by the Regulator. This unit will be referenced on the final qualification certificate. The same unique code for the unit applies in whichever qualification the unit is included within. BIIAB also assign unique unit numbers which normally is consistent when the unit is used in multiple BIIAB qualifications.

Level

This identifies the level of demand for the unit, but may be a different level to that of the overall qualification. The level of the units will be set according to National Occupational Standards and the level descriptors.

Credit

When a whole unit is completed the learner will achieve credits specified by the number of hours' learning time it will take an average learner to complete the unit including the assessment.

Guided Learning Hours (GLH)

The required number of hours that learning should take place under the immediate guidance or supervision of a lecturer, supervisor, tutor or other appropriate provider of education or training.

Learning Outcomes and Assessment Criteria

Learning Outcomes are what the learner is expected to know, understand or be able to do upon successful completion of the unit.

Assessment Criteria are descriptions of the requirements that a learner is expected to meet in order to demonstrate that a learning outcome has been achieved. There are usually multiple assessment criteria for each Learning Outcome.

15. Initial Registration

Registration and Certification

Learners should be registered and certificated via BIIAB's On-line Registration and Certification Service (ORCS) www.orcs.biiab.org. Please refer to BIIAB's Centre Guidance for using ORCS.

Equal Opportunities and Diversity Policy

BIIAB has in place an equal opportunities policy, a copy can be found at centrezone.bii.org .

BIIAB is committed to ensure that:

- Approved centres operate an equal opportunities policy
- Approved centres communicate the policy to staff and learners
- Approved centres have an effective complaints and appeals procedure of which both staff and learners are made aware
- Approved centres are aware of their responsibilities in providing equality of opportunity, particularly with regard to provision for learners with particular assessment requirements.

Reasonable Adjustment Policy

Learners who require reasonable adjustments for their assessments **must** inform their assessor at the beginning of their course of their requirements. BIIAB has a reasonable adjustment policy in place, a copy of which is provided to all BIIAB approved centres and can be found at centrezone.bii.org .

16. Qualification Review and Feedback

BIIAB is committed to the ongoing review of this qualification to ensure it remains fit for purpose.

This review approach involves the collation of evidence in the form of any information, comments and complaints received from users of this qualification in relation to its development, delivery and award.

BIIAB will give due regard to any credible evidence received which suggests that a change in approach to the development, delivery and award of this qualification is required in order to ensure that no adverse effects will result. This qualification will be periodically reviewed and revised to ensure the content remains relevant, assessment approach remains appropriate and that it remains valid and fit for purpose.

17. Mandatory Units

The following units are mandatory for this qualification.

Unit Title	Profit Loss and Budget Control
BIIAB Reference	PLBC
Level	3
Credit Value	2
GLH	10
Unit Reference No.	A/503/7051

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1 Understand the business applications of financial information	1.1	Calculate the VAT element of sales to determine the value of net sales
	1.2	Evaluate the value of net sales to set retail prices for products or services
	1.3	Explain the importance of financial information for a business (i.e. the Trading and Profit and Loss account)
	1.4	Explain the relationship between weekly sales and expenditure records
	1.5	Explain the importance of cash flow to a business
	1.6	Calculate sales and expenditure information for all sources of income for a business
	1.7	Calculate a Profit and Loss account budget for a business
2 Understand a business trading accounts	2.1	Calculate the overall gross profit of different products and/or services for a business
	2.2	Explain the positive and adverse variances against budget and year on year for a business
	2.3	Explain the importance of accurate costing in producing gross profit targets
	2.4	Carry out basic costings (i.e. menu items, beverages, accommodation, packages)
	2.5	Identify the areas of leakage that affect gross profit performance for a business
	2.6	Identify the sources of information that can be used to identify gross profit shortfall

Unit Title	Profit Loss and Budget Control
BIIAB Reference	PLBC
Level	3
Credit Value	2
GLH	10
Unit Reference No.	A/503/7051

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	2.7	Explain the relationship between sales mix and differential margins and overall gross profit performance
	2.8	Recommend action for improvement that is consistent with the findings of an analysis of trading accounts
3 Understand business costs	3.1	Define variable and fixed costs
	3.2	Explain the importance of setting budgets to control costs
	3.3	Explain the external factors that should be considered when producing budgets
	3.4	Identify positive and adverse variances against budget and year on year for a business
	3.5	Identify trends and indicators of poor cost control for a business
	3.6	Quantify the net profit performance for a business through an analysis of cost information
	3.7	Explain the likely causes of poor cost control
	3.8	Recommend management action for a business that is consistent with the findings of an analysis of cost controls
	3.9	Outline the principles of accurate manpower planning for a business
	3.10	Identify the consequences of inaccurate manpower planning for a business
	3.11	Explain the importance of wage control in maximising business profit

Unit Title	Profit Loss and Budget Control
BIIAB Reference	PLBC
Level	3
Credit Value	2
GLH	10
Unit Reference No.	A/503/7051

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
4 Understand components and their relationship to profitability	4.1	Explain the internal business information that supports the decision making process for a business (i.e. budgeting, forecasting)
	4.2	Explain the reason for depreciating fixed assets
	4.3	Calculate the depreciation (straight-line and reducing balance) of a business
	4.4	Explain the importance of analysing spend per head and volume trends to determine the effectiveness of business strategies
	4.5	Recommend action for a business to enhance business profitability that is consistent with the findings of an analysis of business information (i.e. Profit and Loss account, spend per head and customer volume)
	4.6	Calculate break-even for a business
	4.7	Determine the viability of a proposed promotion or activity

Unit Title	Understanding a Business Market
BIIAB Reference	UBM
Level	3
Credit Value	2
GLH	10
Unit Reference No.	F/503/7052

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the relationship between the marketing mix and business vision	1.1 Explain a vision that is appropriate for different types of business
	1.2 Explain the importance of a clear business vision
	1.3 Define the use and advantages of marketing
	1.4 Explain the relationship between marketing and achieving the vision of a business
	1.5 Explain the importance of customer focus in establishing marketing objectives
	1.6 Define the meaning and application of the marketing mix
	1.7 Explain how the marketing mix shapes a business structure
	1.8 Explain how the elements of the marketing mix apply to internal strengths and weaknesses of a business
2 Understand how to establish marketing objectives	2.1 Identify the elements of a business' external environment using the PEST model and outline the relationship of each to a business' marketing strategy
	2.2 Identify business opportunities and threats using the SWOT model
	2.3 Identify internal factors that may have an impact on a business' ability to optimise its opportunities
	2.4 Identify the characteristics of different types of competition (indirect and direct)
	2.5 Analyse indirect & direct competitor information
	2.6 Propose marketing objectives that take into account

Unit Title	Understanding a Business Market
BIIAB Reference	UBM
Level	3
Credit Value	2
GLH	10
Unit Reference No.	F/503/7052

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
			competitor information and activity
3	Understand methods of identifying and analysing target customer groups	3.1	Explain the purpose of understanding the difference between customers' needs, wants and expectations
		3.2	Identify different methods of identifying and segmenting customer groups within a market place (socio-economic; lifestyle; demographic)
		3.3	Explain how customers needs, wants and expectations may change according to their experiences
		3.4	Identify marketing offers that reflect the needs, wants and expectations of a target customer group during different customer occasions
4	Understand how to apply marketing objectives and promotional techniques	4.1	Define the scope and purpose of the promotional mix
		4.2	Explain the relationship of the promotional mix to achieving marketing objectives
		4.3	Outline the framework for a marketing action plan
		4.4	Set SMART marketing objectives that outline to business marketing strategy
		4.5	Explain the factors to be considered when costing a marketing plan (budget, timing of payments due, materials; labour costs and other resources)
5	Understand how to evaluate the success of a marketing plan	5.1	Describe the ways in which the success of a marketing plan can be monitored and evaluated
		5.2	Describe methods of collecting information about customers, outlining the strengths and weaknesses of each

Unit Title	Understanding a Business Market
BIIAB Reference	UBM
Level	3
Credit Value	2
GLH	10
Unit Reference No.	F/503/7052

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	5.3	Identify opportunities for business through an analysis of customer feedback
	5.4	Amend marketing objectives in line with the analysis of customer feedback

Unit Title	Motivating a Team in Business
BIIAB Reference	MTB
Level	3
Credit Value	2
GLH	10
Unit Reference No.	J/503/7053

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1 Understand the link between motivation and the achievement of business objectives	1.1	Identify the effect of a highly motivated workforce on a business
	1.2	Outline the links of the Service Profit Chain
	1.3	Explain the impact of each link of the Service Profit Chain on business performance
	1.4	Identify the elements of the Motivation Cycle
	1.5	Analyse the link between leadership and motivation in the Motivation Cycle
	1.6	Explain the importance of setting SMART objectives for a business
	1.7	Explain how SMART objectives relate to the setting of team targets and individual staff member targets
	1.8	Explain the role of the manager and leader in setting business objectives
	1.9	Describe how using the management by objectives (MBO) approach can help to support achieving the service profit chain
2 Identify what motivates management, teams and individuals	2.1	Explain the relevance of Maslow's Hierarchy of Needs to a business environment
	2.2	Analyse how and why individual staff can be motivated or de-motivated through the application of Maslow's Hierarchy of Needs
	2.3	Explain the relevance of Herzberg's Theory to a business environment
	2.4	Analyse factors that have an effect on motivation (hygiene factors, motivating factors) through the

Unit Title	Motivating a Team in Business
BIIAB Reference	MTB
Level	3
Credit Value	2
GLH	10
Unit Reference No.	J/503/7053

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
		application of Hierarchy Theory
	2.5	Explain the concept of internal and external motivational factors
	2.6	Identify key motivating factors for an employee through the application of recognised motivation theories
3 Understand business team motivation strategies	3.1	Outline the importance of team work and the benefits it provides to individual staff members
	3.2	Outline the potential impact that team work has on overall business performance
	3.3	Explain the importance of comparing the characteristics of specialist versus multi-skilled employees when developing a team
	3.4	Analyse the impact of the introduction of a new team member in each of the stages of team development
	3.5	Describe the role of a leader in team work
	3.6	Describe the characteristics of different leadership styles and their impact on team motivation
4 Understand how to provide coaching to good and poor performers	4.1	Explain the concept of and reasons for performance monitoring
	4.2	Describe different methods of feedback and their associated benefits
	4.3	Describe ways of evaluating own performance
	4.4	Identify probable causes of poor performance
	4.5	Develop remedial strategies and action plans that

Unit Title	Motivating a Team in Business
BIIAB Reference	MTB
Level	3
Credit Value	2
GLH	10
Unit Reference No.	J/503/7053
Learning Outcome - The learner will:	**Assessment Criterion - The learner can:**
	address the probable causes of poor performance
5 Understand the application of 'Reward and Incentive' in a business environment	5.1 Outline the difference between reward and incentive
	5.2 Outline the strengths and weaknesses of reward and incentive
	5.3 Describe the link between business objectives and reward and incentive schemes
	5.4 Explain the factors to be considered when matching rewards and incentives to individuals' levels of motivation
	5.5 Evaluate areas of risk within a reward or incentive scheme
	5.6 Develop a remedial action plan that addresses identified areas of risk within a reward or incentive scheme

Notices

This book does not purport to contain an authoritative or definitive statement of the law or practice on any subject and the publishers supply the information on the strict understanding that no legal or other liability attaches to them in respect of it. References to sources of further guidance or information have been made where appropriate.