



BIIAB Level 3 Award in Hospitality Business Management

England – 600/4570/X

Version 3.2

About Us

BIIAB Qualification Limited is part of Skills and Education Group, a charitable organisation that champions education and skills-oriented organisations, providers and learners, making real change locally, nationally and internationally.

BIIAB Qualifications Limited has an on-line registration system to help customers register learners on its qualifications, units and exams. In addition it provides features to view exam results, invoices, mark sheets and other information about learners already registered.

Sources of Additional Information

The BIIAB Qualifications Limited website www.biiab.co.uk provides access to a wide variety of information.

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Version	Date	Details of Change
2.0	November 2017	Updated handbook throughout to remove reference to "QCF"
		Updated RoC with TQT figures
3.0	December 2022	Level 3 Certificate in Hospitality Business Management Op end: 12/12/2022 Cert end 13/12/2022
3.1	April 2023	Reformatted into new branding
3.2	July 2023	Op end date and cert end date added to Qualification Summary

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This is a live document and as such will be updated when required. It is the responsibility of the approved centre to ensure the most up-to-date version of the Qualification Specification is in use. Any amendments will be published on our website and centres are encouraged to check this site regularly.



Qualification Summary

BIIAB Level 3 Award in Hospitality Business Management	
Qualification Purpose	To obtain and then demonstrate the knowledge surrounding professional development in various specific areas of licensed premises, at level 3.
Age Range	Pre 16 <input type="checkbox"/> 16-18 <input checked="" type="checkbox"/> 18+ <input type="checkbox"/> 19+ <input checked="" type="checkbox"/>
Regulation	The above qualification is regulated by: <ul style="list-style-type: none"> Ofqual
Assessment	<ul style="list-style-type: none"> Written Examination
Type of Funding Available	See FaLa (Find a Learning Aim)
Qualification/Unit Fee	See BIIAB Qualifications Limited web site for current fees and charges
Grading	Pass/Fail To achieve a Pass grade, learners must achieve all the Learning Outcomes and Assessment Criteria in all the units completed
Operational Start Date	01/02/2012
Review Date	31/12/2022
Operational End Date	31/08/2023
Certification End Date	01/09/2023
Guided Learning (GL)	30 hours
Total Qualification Time (TQT)	60 hours
BIIAB Qualifications Limited Sector	Hospitality and Catering
Ofqual SSA Sector	07.4 Hospitality and Catering
Support from Trade Associations	
Administering Office	See BIIAB Qualifications Limited web site

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

BIIAB Qualifications Limited is regulated to deliver this qualification by Ofqual in England. The qualification has a unique Qualification Number (QN) which is shown below. Each unit within the qualification 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)
BIIAB Level 3 Award in Hospitality Business Management	600/4570/X

2. Objective and Purpose of this Qualification

This qualification has 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 Qualifications Limited.

3. About this Guidance

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

The purpose of the guidance 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 guidance is updated, centres will be notified by BIIAB Qualifications Limited.

4. BIIAB Qualifications Limited Customer Service

BIIAB Qualifications Limited is committed to giving the highest possible levels of customer service. Our Service Level Agreement is available via www.biiab.co.uk

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 Support Contact Details: 0115 854 1620

Email: CustomerSupport@biiab.co.uk

Our Customer Support 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 Qualifications Framework (RQF), 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 groups 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 Qualifications Limited 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 Guided Learning Hours: **30 hours**
- Total Qualification Time: **60 hours**

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	Level	Credit	GLH	Assessment Method
PLBC	A/503/7051	Profit Loss and Budget Control	3	2	10	Short-answer externally set assessment
UBM	F/503/7052	Understanding a Business Market	3	2	10	Short-answer externally set assessment
MTB	J/503/7053	Motivating a Team in Business	3	2	10	Short-answer externally set assessment

7. Age Restriction

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

- 16 - 18
- 19+

8. 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

9. Assessment

Overview of assessment strategy

The qualification contains knowledge units. These units are respectively assessed by Assessment Knowledge Modules (AKMs) externally set by the BIIAB Qualifications Limited. The AKMs are internally marked assessments, containing a series of questions, marked and internally verified by the centre and with external verification by the BIIAB External Quality Assurer (EQA).

Assessments provided by BIIAB Qualifications Limited will ensure that effective learning has taken place and that learners have the opportunity to:

- Meet the assessment criteria
- Achieve the learning outcomes.

Alternatively, centres may wish to devise their own assessments for the knowledge units. If so Centres must obtain approval for any Centre Devised Assessments before their use. Please contact BIIAB Qualifications Limited for details of the Centre Devised Assessment process and procedure.

Assessment process

Assessments will be accessible and will produce results that are valid, reliable, transparent and fair. BIIAB Qualifications Limited 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.

BIIAB Qualifications Limited 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

Assessment is the process used to judge the competence, of a learner, against set standards.

The assessor is the person who is responsible for determining learners' competence. The assessor may be a work place supervisor or an external person who is trained and qualified, or working towards a qualification relevant to the assessor role.

Assessors base their judgement on performance and decide how it compares to the national standard. The assessor will also ask questions based on the knowledge required to do the work, to ascertain the knowledge and understanding of the learner.

When the required units have been completed and the assessor is satisfied that the learner has met the national standard, a recommendation for a certificate will be made.

An Internal Quality Assurer (IQA) is responsible for the quality assurance of the qualifications within the training organisation and will provide advice, guidance and support to the assessors. IQAs also ensure that the assessors apply the standards consistently and fairly. The IQA will review the portfolio of evidence during the assessment process.

An External Quality Assurer (EQA), who is appointed by BIIAB Qualifications Limited, will quality assure the assessment and internal quality assurance decisions involved in the development of the portfolio. The EQA will quality assure the qualification process, which ensures that certification of the qualification is reliable, consistent and to the national standard, by checking the consistency of assessments made by the training provider, and across training providers.

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

For full details of the BIIAB Qualifications Limited's appeals procedure please refer to <https://biab.co.uk/policies-and-procedures/>

10. 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 Qualifications Limited 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.

11. Resources

BIIAB Qualifications Limited provides the following additional resources for this qualification:

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

Please contact BIIAB Qualifications Limited for further information.

Access to the Units

Units form the qualification 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. BIIAB Qualifications Limited includes the mandatory units within this guidance document.

12. 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 forms part of the delivery.

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

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 GL, will include the estimated number of hours spent 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.

BIIAB Qualifications Limited will not prescribe how the qualification is delivered, but centres **must** ensure the delivery chosen meets their learners' needs.

13. Format of Units

All units within this qualification 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 guidance document will be in the format below:

Unit Title

This will be shown as it appears on the Register of Regulated Qualifications (<http://register.ofqual.gov.uk>).

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

Qualifications Limited also assign unique unit numbers which 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.

Total Qualification Time (TQT)

Total Qualification Time (TQT) is defined by Ofqual as the number of notional hours which represents an estimate of the total amount of time that could reasonably be expected to be required in order for a Learner to achieve and demonstrate the achievement of the level of attainment necessary for the award of a qualification. TQT is comprised of the following two elements:

- The number of hours which an awarding organisation has assigned to a qualification for Guided Learning, and
- An estimate of the number of hours a Learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training, including assessment, which takes place as directed by – but, unlike Guided Learning, not under the Immediate Guidance or Supervision of – a lecturer, supervisor, tutor or other appropriate provider of education or training.

TQT is always assigned to the qualification however a similar calculation may on occasions also be assigned to a unit.

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.

14. Initial Registration

Registration and Certification

Learners should be registered and certificated via BIIAB Qualifications Limited's Customer Management System.

Equal Opportunities and Diversity Policy

BIIAB Qualifications Limited has in place an equal opportunities policy, a copy can be found at <https://www.biiab.co.uk/policies-and-procedures/>

BIIAB Qualifications Limited 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 Qualifications Limited has a reasonable adjustment policy in place, a copy of which is provided to all approved centres and can be found at <https://www.biiab.co.uk/policies-and-procedures/>

15. Mandatory Units Group A

The following units are mandatory for this qualification.



Profit Loss and Budget Control

Unit Reference	A/503/7051
BIIAB Reference	PLBC
Level	3
Credit Value	2
Guided Learning (GL)	10
Unit Summary	This unit will provide the learner with the knowledge and skillset to deal with profit loss and budget control
Learning Outcomes (1 to 4) The learner will:	Assessment Criteria (1.1 to 4.7) 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 the 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

	<p>2.3 Explain the importance of accurate costing in producing gross profit targets</p> <p>2.4 Carry out basic costings (i.e. menu items, beverages, accommodation, packages)</p> <p>2.5 Identify the areas of leakage that affect gross profit performance for a business</p> <p>2.6 Identify the sources of information that can be used to identify gross profit shortfall</p> <p>2.7 Explain the relationship between sales mix and differential margins and overall gross profit performance</p> <p>2.8 Recommend action for improvement that is consistent with the findings of an analysis of trading accounts</p>
<p>3. Understand business costs</p>	<p>3.1 Define variable and fixed costs</p> <p>3.2 Explain the importance of setting budgets to control costs</p> <p>3.3 Explain the external factors that should be considered when producing budgets</p> <p>3.4 Identify positive and adverse variances against budget and year on year for a business</p> <p>3.5 Identify trends and indicators of poor cost control for a business</p> <p>3.6 Quantify the net profit performance for a business through an analysis of cost information</p> <p>3.7 Explain the likely causes of poor cost control</p> <p>3.8 Recommend management action for a business that is consistent with the findings of an analysis of cost controls</p>

	<p>3.9 Outline the principles of accurate manpower planning for a business</p> <p>3.10 Identify the consequences of inaccurate manpower planning for a business</p> <p>3.11 Explain the importance of wage control in maximising business profit</p>
<p>4. Understand components and their relationship to profitability</p>	<p>4.1 Explain the internal business information that supports the decision making process for a business (i.e. budgeting, forecasting)</p> <p>4.2 Explain the reason for depreciating fixed assets</p> <p>4.3 Calculate the depreciation (straight-line and reducing balance) of a business</p> <p>4.4 Explain the importance of analysing spend per head and volume trends to determine the effectiveness of business strategies</p> <p>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)</p> <p>4.6 Calculate break-even for a business</p> <p>4.7 Determine the viability of a proposed promotion or activity</p>



Understanding a Business Market

Unit Reference	F/503/7052
BIIAB Reference	UBM
Level	3
Credit Value	2
Guided Learning (GL)	10
Unit Summary	This unit will provide the learner with the knowledge and skillset to understand a business market
Learning Outcomes (1 to 5) The learner will:	Assessment Criteria (1.1 to 5.4) 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

	<p>2.3 Identify internal factors that may have an impact on a business' ability to optimise its opportunities</p> <p>2.4 Identify the characteristics of different types of competition (indirect and direct)</p> <p>2.5 Analyse indirect & direct competitor information</p> <p>2.6 Propose marketing objectives that take into account competitor information and activity</p>
<p>3. Understand methods of identifying and analysing target customer groups</p>	<p>3.1 Explain the purpose of understanding the difference between customers' needs, wants and expectations</p> <p>3.2 Identify different methods of identifying and segmenting customer groups within a market place (socio-economic; lifestyle; demographic)</p> <p>3.3 Explain how customers needs, wants and expectations may change according to their experiences</p> <p>3.4 Identify marketing offers that reflect the needs, wants and expectations of a target customer group during different customer occasions</p>
<p>4. Understand how to apply marketing objectives and promotional techniques</p>	<p>4.1 Define the scope and purpose of the promotional mix</p> <p>4.2 Explain the relationship of the promotional mix to achieving marketing objectives</p> <p>4.3 Outline the framework for a marketing action plan</p> <p>4.4 Set SMART marketing objectives that outline business marketing strategy</p> <p>4.5 Explain the factors to be considered when costing a marketing plan (budget, timing of</p>

	payments due, materials; labour costs and other resources)
5. Understand how to evaluate the success of a marketing plan	<p>5.1 Describe the ways in which the success of a marketing plan can be monitored and evaluated</p> <p>5.2 Describe methods of collecting information about customers, outlining the strengths and weaknesses of each</p> <p>5.3 Identify opportunities for a business through an analysis of customer feedback</p> <p>5.4 Amend marketing objectives in line with the analysis of customer feedback</p>

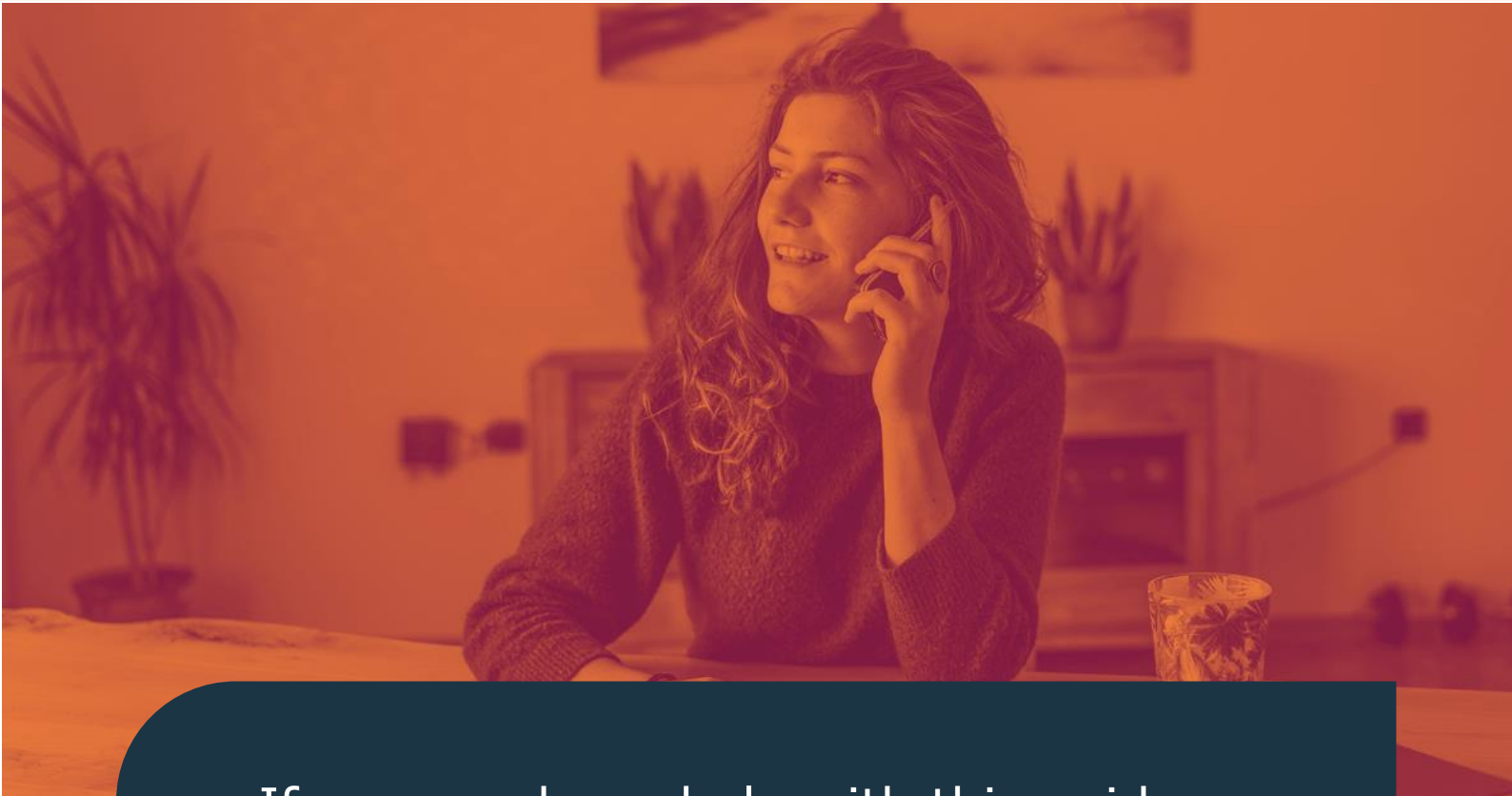


Motivating a Team in Business

Unit Reference	J/503/7053
BIIAB Reference	MTB
Level	3
Credit Value	2
Guided Learning (GL)	10
Unit Summary	This unit will provide the learner with the knowledge and skills to motivate a team in business
Learning Outcomes (1 to 5) The learner will:	Assessment Criteria (1.1 to 5.6) 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

	<p>2.2 Analyse how and why individual staff can be motivated or de-motivated through the application of Maslow’s Hierarchy of Needs</p> <p>2.3 Explain the relevance of Herzberg’s Theory to a business environment</p> <p>2.4 Analyse factors that have an effect on motivation (hygiene factors, motivating factors) through the application of Hierarchy Theory</p> <p>2.5 Explain the concept of internal and external motivational factors</p> <p>2.6 Identify key motivating factors for an employee through the application of recognised motivation theories</p>
<p>3. Understand business team motivation strategies</p>	<p>3.1 Outline the importance of team work and the benefits it provides to individual staff members</p> <p>3.2 Outline the potential impact that team work has on overall business performance</p> <p>3.3 Explain the importance of comparing the characteristics of specialist versus multi-skilled employees when developing a team</p> <p>3.4 Analyse the impact of the introduction of a new team member in each of the stages of team development</p> <p>3.5 Describe the role of a leader in team work</p> <p>3.6 Describe the characteristics of different leadership styles and their impact on team motivation</p>
<p>4. Understand how to provide coaching to good and poor performers</p>	<p>4.1 Explain the concept of and reasons for performance monitoring</p> <p>4.2 Describe different methods of feedback and their associated benefits</p>

	<p>4.3 Describe ways of evaluating own performance</p> <p>4.4 Identify probable causes of poor performance</p> <p>4.5 Develop remedial strategies and action plans that address the probable causes of poor performance</p>
<p>5. Understand the application of 'Reward and Incentive' in a business environment</p>	<p>5.1 Outline the difference between reward and incentive</p> <p>5.2 Outline the strengths and weaknesses of reward and incentive</p> <p>5.3 Describe the link between business objectives and reward and incentive schemes</p> <p>5.4 Explain the factors to be considered when matching rewards and incentives to individuals' levels of motivation</p> <p>5.5 Evaluate areas of risk within a reward or incentive scheme</p> <p>5.6 Develop a remedial action plan that addresses identified areas of risk within a reward or incentive scheme</p>



If you need any help with this guide
please contact our team.

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We are part of the Skills and Education Group.