BIIAB

BIIAB Level 4 Certificate in Multiple Licensed Premises Management

Level 4 Certificate - 603/0599/X

Qualification Guidance Document

About Us

BIIAB Qualifications 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 Qualification 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	December 2022	Updated branding, contacts
		New Review date: 31st August 2023
3.0	July 2023	Updated to new branding
		Updated review date in Qualification Summary

Qualification Guidance Document

Contents

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 4 Certificate in Multiple Licensed Premises Management – 603/0599/X							
Qualification Purpose	To obtain and then demonstrate the fundamental knowledge and skills required to work effectively and flexibly within a business development role.						
Age Range	**Pre 16**		**16-18**		**18+**	✓	**19+**	
Regulation	The above qualification is regulated by: • Ofqual						
Assessment	• Coursework • Oral Examination • Portfolio of Evidence • Written Examination						
Type of Funding Available	See FaLa (Find a Learning Aim)						
Qualification/Unit Fee	See BIIAB Qualifications Limited website 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	01/10/2016						
Review Date	31/08/2024						
Certification End Date							
Guided Learning (GL)	150 hours						
Total Qualification Time (TQT)	210 hours						
Credit Value	21						
BIIAB Qualification Limited Sector	Hospitality and Catering						
Ofqual SSA Sector	07.4 Hospitality and Catering						
Support from Trade Associations							
Administering Office	See BIIAB Qualifications Limited website						

About the BIIAB Level 4 Certificate in Multiple Licensed Premises Management

BIIAB Qualifications Limited is regulated to deliver this qualification be Ofqual and CCEA Regulation in England and Northern Ireland respectively. 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	Qualification Number (QN)
BIIAB Level 4 Certificate in Multiple Licensed Premises Management	603/0559/X

Objective and Purpose of this Qualification

This qualification has been designed to allow learners to obtain and then demonstrate the knowledge and skills required to work effectively and flexibly within a business development role specifically aimed at the licensed retail sector at level 4. Employers can also rely on the knowledge and skills provided as meeting nationally recognised standards for business development and as such the qualification has the primary purpose of developing sector skills.

Due to constant Regulatory, policy and funding changes users are advised to check this qualification is funded for use with individual learners before making registrations. If you are unsure about the qualifications status please contact BIIAB Qualifications Limited head office.

About this Guidance

This qualification 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.

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

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.

BIIAB Level 4 Certificate in Multiple Licensed Premises Management Rules of Combination (ROC) and structure

To achieve the BIIAB Level 4 Certificate in Multiple Licensed Premises Management learners **must** gain a **total of 21** credits. This **must** consist of:

- **Minimum total** credit: **21**
- Mandatory group A **minimum** credit: **15**
- Optional unit groups 1, and 2 **minimum** credit: **6.** This **must** consist of:
    - Optional unit group 1:
        - **Minimum** credit: **4**
    - Optional unit group 2:
        - **Minimum** credit: **2**

- A **minimum of 11** credits **must** be achieved through the completion of units at **Level 4** and above
- GLH: **150**
- TQT: **210**

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

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Listed below are the qualification units.

Mandatory Unit Group A.

Unit No.	URN	Unit Title	Level	Credit	GLH	Assessment Method
CBE	M/600/5062	Communication In A Business Environment	4	4	10	Portfolio
NSPW	J/502/5758	Negotiation Skills and Persuasion in the Workplace	3	2	15	Portfolio
PLBC	A/503/7051	Profit, Loss and Budget Control	3	2	10	Short-answer assessment
PLMRM	A/503/4506	Profit and Loss in Multiple Retail Premises	4	2	10	Portfolio
ISMRM	H/503/4516	Interviewing Skills in Multiple Retail Management	4	5	25	Portfolio

Optional Unit Group 1.

Unit No.	URN	Unit Title	Level	Credit	GLH	Assessment Method
UMW	T/502/3505	Understanding motivation at work	3	1	6	Portfolio
MCE	M/503/7063	Managing Capital Expenditure	3	2	10	Short-answer assessment
MC	J/502/3525	Managing conflict	3	2	12	Portfolio
CFAQ86	Y/600/9686	Lead and managing meetings	3	4	20	Portfolio
RRMRM2016	H/615/2494	Roles and responsibilities of multiple retail managers under the statutory Pubs	4	2	15	Portfolio

		Code Regulations 2016 and the voluntary working with the Pub Industry Framework Code of Practice*				

*This unit is mandatory for those taking the qualification whose role involves working with leased and tenanted premises.

Optional Unit Group 2.

Unit No.	URN	Unit Title	Level	Credit	GLH	Assessment Method
BP	H/503/7061	Business Planning	3	2	10	Short-answer assessment
SPM	K/503/7059	Sales Promotion and Merchandising	3	2	10	Short-answer assessment
UBM	F/503/7052	Understanding a Business Market	3	2	10	Short-answer assessment

Age Restrictions

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

- 18+

Entry Requirements and Progression

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

The qualification has been designed with partners in higher education to ensure that it allows learners to progress to higher level qualifications, such as the:

- BIIAB Level 5 Diploma in Management and Leadership 601/6773/7
- BIIAB Level 5 NVQ Diploma in Management and Leadership 601/4602/3

Assessment

Overview of assessment strategy

The assessment methodology that is in place for each unit of the BIIAB Level 4 Certificate in Multiple Licensed Premises Management differs and is explained thoroughly within the unit details within this specification. Each assessment methodology has been designed to specifically meet the requirements of the individual assessment criteria of each unit and to ensure that the assessment is valid, authentic, consistent, current and sufficient.

Some units may require internal marking by the tutor/assessor which will be externally quality assured by BIIAB Qualifications Limited. Where this is the case, marking must be recorded against the assessment criteria for the unit on the appropriate form or forms. It is essential that tutors or assessors provided clear and accurate feedback to their learners within this documentation.

BIIAB Qualifications Limited will ensure that thorough assessment guidance is provided to centres, through this specification and also through quality assurance documents that are provided to support this qualification. Unless otherwise specified, assessment must be delivered in line with BIIAB examination procedures.

It is important that this qualification is flexible to learners needs, therefore where possible there are several forms of assessment that are acceptable including:
- Case Study
- Report
- Essay
- Multiple Choice/Short answer/Extended Answer Exam Paper
- Observation of role play/simulation or in the workplace (This will be carried out internally by the tutor/assessor or the learners' manager. It will be evidenced by a tutor record of observation, including feedback and comments from both the learners and the tutor/manager).

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.

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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, 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.

Requirements of assessors, external and internal verifiers

Candidates may be assessed, moderated or verified at work either by one or several appointed individuals.

Assessors - The primary responsibility of an assessor is to assess candidates' performance in a range of tasks and to ensure the evidence submitted by the candidate meets the requirements of the assessment criteria. It is important that an assessor can recognise occupational competence as specified by the national standard. Assessors therefore need to have a thorough understanding of assessment and quality assurance practices, as well as have in-depth technical understanding related to the qualifications for which they are assessing candidates. To be able to assess candidates, assessors **must:**

- hold an appropriate qualification, as specified by the appropriate regulatory authority, confirming their competence to assess candidates undertaking competence-based units and qualifications. Assessors holding older qualifications **must** be able to demonstrate that they are assessing to the current standards;

OR

- be working toward an appropriate qualification, as specified by the appropriate regulatory authority. Any assessors working towards an appropriate qualification **must** ensure their decisions are countersigned by a suitably-qualified assessor/verifier and should be supported by a qualified assessor throughout their training period.

- be 'occupationally competent'. Assessors must provide current evidence of competence, knowledge and understanding in the areas to be assessed. This will normally be achieved through demonstrating competence in the roles which are to be assessed, or demonstrated by relevant experience and continuing professional development (CPD) which may include the achievement of qualifications relevant to the areas being assessed.

- have a full and current understanding of the units of competence and requirements of the qualifications being assessed, including the quality of assessment and the assessment process. It is the responsibility of approved centres to select and appoint assessors.

Internal Quality Assurer (IQA) - A primary responsibility of IQAs is to assure the quality and consistency of assessments by the assessors for whom they are responsible. IQAs therefore need to have a thorough understanding of quality assurance and assessment practices, as well as sufficient technical understanding related to the qualifications that they are internally verifying. It will be the responsibility of the approved centre to select and appoint IQA's.

IQAs **must:**

- hold an appropriate qualification, as specified by the appropriate regulatory authority, confirming their competence to internally verify competence-based assessments and candidates. IQAs holding older qualifications **must** be able to demonstrate that they are verifying to the current standards

 OR

- be working toward an appropriate qualification, as specified by the appropriate regulatory authority. If an IQA is working towards an appropriate qualification, his/her decisions **must** be countersigned by a suitably qualified IQA and should be supported by a qualified IQA throughout the training period.

- be 'occupationally competent'. IQAs **must** demonstrate sufficient and current understanding of the qualifications to be internally verified, and know how they are applied in the workplace.

- demonstrate competent practice in internal verification of assessment, and demonstrate understanding of the principles and practices of internal verification of assessment, including the quality of assessment and the assessment process.

External Quality Assurer (EQA) - The primary responsibility of EQAs is to assure quality of internal verification and assessments across the centres for which they are responsible. EQAs **must** have a thorough understanding of quality assurance and assessment practices, as well as in-depth technical knowledge related to the qualifications that they are externally verifying. 7

EQAs **must:**

- hold an appropriate qualification as specified by the appropriate regulatory authority, confirming their competence to verify competence-based assessments. EQAs holding older qualifications **must** be able to demonstrate that they are verifying to the current standards;

OR

- be working toward an appropriate qualification, as specified by the appropriate regulatory authority. If EQAs are working towards an appropriate qualification, their decisions **must** be countersigned by a suitably qualified EQA and should be supported by a qualified EQA throughout their training period.

- be 'occupationally competent'. EQAs must demonstrate sufficient and current understanding of the qualifications to be verified, and know how they are applied in business.

- demonstrate competent practice in external verification of assessment, and demonstrate understanding of the principles and practices of external verification of assessment, including the quality of assessment and the assessment process. It is the responsibility of the awarding organisation to select and appoint EQAs.

Awarding organisations require all assessors, moderators and verifiers to maintain current competence to deliver these functions. BIIAB recognises this can be achieved in many ways. However, such information **must** be formally recorded in individual CPD records that are maintained in assessment centres.

Assessment of the Knowledge Units

When assessing the knowledge and understanding based unit, it is important that the chosen assessment methodology is appropriate to this and is accurately recorded.

Assessment methodologies that are appropriate for the knowledge and understanding units include:
- Professional discussion
- Learner reflective accounts
- Question and Answer
- Assignments and Projects.

These **must** be planned, assessed and verified by centres, using approved and robust systems and procedures.

Assessors and IQAs **must** ensure that they are able to demonstrate their own CPD and competence across the units being delivered and assessed, because of the nature of the theoretical content that has to be covered.

Particular attention must be paid to units which permit learners to use their places of study or research of organisations in order to achieve the unit, and those which can only be achieved if the learner is in current employment, or there is recognition of prior learning from extensive experience in that particular occupational sector.

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://biiab.co.uk/policies-and-procedures/

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.

Resources

BIIAB provides the following additional resources for this qualification:

- Externally set assessments, available upon request
- Assessor Guidance for assessing specific units
- A Learner Summative Reflection
- Access to the units

All of these resources are available on request.

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. 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 on request.

Learner Summative Reflection

In order to claim the unit(s) for the qualification, the learner will need to complete a learner summative reflection, to reflect on their qualification, what they have learnt and how they have been able to apply this within their work role.

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 learning, study or assessment for an average learner.

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.

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 specification 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.

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/

Qualification Review and Feedback

BIIAB Qualifications Limited 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 Qualifications Limited will give due 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.

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Mandatory Units

The following units are mandatory for this qualification.

Communication in a Business Environment

Unit Title	Communication in a Business Environment
Unit Purpose	This unit covers the knowledge and understanding learners need to communicate (both speaking and in writing) in a business environment using a range of methods and formats. It also covers the practical application of this knowledge and understanding
Unit Reference	M/600/5062
BIIAB Reference	CBE
Level	4
Credit Value	4
GLH	27
Learning Outcome- The learner will:	**Assessment Criteria- The learner can:**
1. Understand the principles of communication in a business environment	1.1. Explain the importance of focusing actively on what others are communicating
	1.2. Summarise how to direct discussions to ensure objectives are achieved
	1.3. Explain why it is important to adapt communication methods to different audiences
	1.4. Critically compare the impact of verbal and non-verbal communication
	1.5. Justify why it is important to give other people the opportunity to contribute their ideas and opinions and show that account has been taken of these
	1.6. Explain how to identify sources of accurate, reliable information

	1.7.	Evaluate the quality and reliability of information from different sources
	1.8.	Summarise how to identify and extract key points from information support objectives
	1.9.	Clarify the importance of structure and presentation when providing information to different audiences
	1.10.	Explain how to structure and present information in a variety of formats, including complex reports and formal business correspondence
2. Be able to communicate with other people in a business environment	2.1.	Actively focus on information that other people are communicating
	2.2.	Direct discussions to achieve objectives
	2.3.	Give others the opportunity to contribute their ideas and opinions and take these into account
	2.4.	Identify sources of accurate and reliable information
	2.5.	Critically evaluate information to extract points to support their objectives
	2.6.	Organise and present information to suit the needs of different audiences
	2.7.	Communicate with others using a variety of formats, including complex reports and formal business correspondence

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Negotiation Skills and Persuasion in the Workplace

Unit Title	Negotiation and persuasion in the workplace
Unit Purpose	This unit aims to help the learner understand how to develop the skills required for persuading others and negotiating. These are important and helpful for both personal and professional development.
Unit Reference	J/502/5758
BIIAB Reference	NSPW
Level	3
Credit Value	2
GLH	15
Learning Outcome- The learner will:	**Assessment Criteria- The learner can:**
1. Know about persuasion in the workplace	1.1. Describe situations in the workplace where persuasion is used 1.2. Explain skills used to persuade others
2. Understand negotiation in the workplace	2.1. Analyse ways to use negotiation in the workplace
3. Be able to use skills to negotiate	3.1. Demonstrate the skills required to negotiate
4. Be able to evaluate own skills in negotiating	4.1. Evaluate skills used in negotiating 4.2. Describe areas for improvement

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Profit and Loss and Budget Control

Unit Title	Profit and loss and budget control
Unit Purpose	This unit aims to de-mystify profit and loss accounting and financial terminology, and help learners to construct profit and loss budgets and monitor performance. It also aims to show learners how to plan and budget effectively and improve management controls in order to increase profitability.
Unit Reference	A/503/7051
BIIAB Reference	PLBC
Level	3
Credit Value	2
GLH	10
Learning Outcome- The learner will:	**Assessment Criteria- 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
	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 business
	3.11. Explain the importance of wage control in maximising business profit
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

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Profit and Loss in Multiple Retail Premises

Unit Title	Profit and loss in multiple retail premises
Unit Purpose	This unit has been designed to give those learners involved in the analysis of profit and loss accounts for multiple premises and the provision of advice and guidance to those operating licensed premises.
Unit Reference	A/503/4506
BIIAB Reference	PLMRM
Level	4
Credit Value	1
GLH	10
Learning Outcome- The learner will:	**Assessment Criteria- The learner can:**
1. Be able to evaluate performance and profitability in the multiple retail premises	1.1. Explain the calculation of a Profit and Loss account 1.2. Verify the accuracy of a Profit and Loss account against business performance 1.3. Account for gaps, anomalies and inconsistencies in a Profit and Loss account (wet and dry take, machines, accommodation, meeting/function rooms) 1.4. Evaluate performance and costs against industry norms 1.5. Identify inefficiencies in the treatment of overheads 1.6. Explain the significance of a Profit and Loss account to business success
2. Be able to help operators to maximise their market share and profits	2.1. Identify areas for improvement from an analysis of a Profit and Loss account 2.2. Identify areas where business is underperforming 2.3. Develop an action plan that addresses identified shortfalls

		and weaknesses in business performance
	2.4.	Provide advice on cost reductions that is consistent with an analysis of a Profit and Loss account

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Interviewing Skills in Multiple Retail Management

Unit Title	Interviewing skills in multiple retail management
Unit Purpose	Various types of interview processes are a key role for anyone who is involved in the management of multiple retail premises. This unit covers the knowledge and competence required for the role.
Unit Reference	H/503/4516
BIIAB Reference	ISMRM
Level	4
Credit Value	5
GLH	25
Learning Outcome- The learner will:	**Assessment Criteria- The learner can:**
1. Understand the principles involved in conducting recruitment interviews	1.1. Explain the principles involved in interviewing candidates 1.2. Explain the specific job related information required of interview candidates 1.3. Explain how to remain objective during recruitment interviews 1.4. Explain the key principles involved in interview preparation
2. Be able to plan a recruitment interview	2.1. Plan candidate interviews 2.2. Plan interview questions 2.3. Gather relevant information and evidence of the candidate
3. Be able to conduct a recruitment interview	3.1. Open an interview 3.2. Demonstrate a methodical and structured approach during the interviewing process 3.3. Refer to appropriate information and evidence during the interview process 3.4. Demonstrate appropriate questioning skills to extract key

		information during the interview process
	3.5.	Maintain a positive impression with the candidate throughout the interview process
	3.6.	Maintain objectivity throughout the interview
	3.7.	Maintain sufficient momentum and focus during the interview
4. Be able to close a recruitment interview	4.1.	Give feedback in a positive and constructive manner
	4.2.	Summarise and close the interview in a positive and professional manner
	4.3.	Collate and store interview documentation with regard to the confidentiality of data