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Pearson

Higher Nationals in

Hospitality Management

SCHEME OF WORK

UNIT: 1 The Contemporary Hospitality Industry

For use with the Higher National Certificate and
Higher National Diploma in Hospitality Management
First teaching from September 2018

Issue 1



Edexcel, BTEC and LCCI qualifications

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All schemes of work can be adapted to suit specific establishment time frames in line with GLH delivery.

Higher National Certificate/Diploma in Hospitality Management

SCHEME OF WORK

Programme Title:	Higher Nationals in Hospitality Management	Level:	
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Unit Title:	The Contemporary Hospitality Industry	Tutor:	
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Unit Number:	1	Academic Year:	
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Learning Outcomes (LO)	Assessment 1	Assessment 2	Assessment 3	Assessment 4
LO1 Examine the current structure, scope and size of the hospitality industry	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LO2 Explore current and anticipated skills requirements in the hospitality industry	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LO3 Review the internal and external factors that impact the hospitality industry and how they relate to current issues facing the hospitality industry	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LO4 Analyse the current and potential trends and developments affecting the hospitality industry	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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Sessions	Learning Outcome(s)	Session Activities
Session 1	LO1	<p>Topic(s):</p> <ul style="list-style-type: none">• Introduction to Unit 1 – The Contemporary Hospitality Industry• Overview of content, delivery and assessment/s for unit <p>Sample activities:</p> <ul style="list-style-type: none">• Pair activity: Students work in pairs to provide a definition of 'hospitality' and what constitutes the 'hospitality industry'.• Group discussion on the different hospitality sectors and classifications of hospitality including: accommodation, restaurants, pubs, bars and nightclubs, hospitality and food service providers, membership clubs and events, brands and businesses.• Pair/small group activity: Students to work in pairs or small groups to provide examples of businesses within the different sectors.
Session 2	LO1	<p>Topic(s):</p> <ul style="list-style-type: none">• Businesses within the hospitality industry• The different types of products and services within the hospitality sector• Organisational structure within different hospitality sectors: operational departments, functional departments and the interrelationships between these <p>Sample activities:</p> <ul style="list-style-type: none">• Visit and/or guest speaker to/from a large hospitality outlet or variety of outlets so students are able to ascertain the range of businesses with the sectors of the hospitality industry, and the products and services offered by these businesses.• Completion of follow-up worksheet to capture the results of the visit/s which could be used in the next session.• Homework research task into organisational structures within different hospitality businesses.



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Sessions	Learning Outcome(s)	Session Activities
Session 3	LO1	<p>Topic(s):</p> <ul style="list-style-type: none">• The different types of products and services within the hospitality sector• The tangible and intangible nature of products and services within the hospitality industry <p>Sample activities:</p> <ul style="list-style-type: none">• Pair/small group activity: Each pair/group to be allocated a different sector of the hospitality industry – students to research, explore and discuss the different types of products and services available in this sector and feedback to the group.• Students present group findings and discuss the subject of tangibility. How products are 'tangible' and how services are 'intangible'.• Group discussion about customers perceptions about quality based on the tangibility of a product or service.



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Sessions	Learning Outcome(s)	Session Activities
Session 4	LO1	<p>Topic(s):</p> <ul style="list-style-type: none"> • The relationship between the hospitality and tourism industries and how these are inextricably linked • The economic value of the (visitor economy) hospitality industry Gross Domestic Product (GDP) • Direct and indirect impacts of the hospitality industry on local, national and international economies <p>Sample activities:</p> <ul style="list-style-type: none"> • Students to mind map the relationship and links between the hospitality industry and the tourism industry and how these are inextricably linked. (The visitor economy defined) • Tutor to introduce figures to state the value of the hospitality industry and the contribution of the visitor economy to Gross Domestic Product (GDP) and the importance of the hospitality industry to the nation. • Pair/small group activity: Students to discuss the scope and scale of the hospitality industry in their locality, and then feedback the results of their discussions to the group. It may help to facilitate this discussion if the tutor could prepare a small number of questions to focus the discussion of the scope and scale of the hospitality industry in various locales, and it's perceived economic worth to the area in terms of income and employment. • Research task: Working in pairs or small groups depending on group size, students are to be given a task that asks them to investigate the hospitality industry globally. Tutor to provide each pair/group with a global brand name within hospitality. • Pairs/groups to research these 'brands' to see how they operate on a global scale. • Each group to present feedback.



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Sessions	Learning Outcome(s)	Session Activities
Session 5	LO1	<p>Topic(s):</p> <ul style="list-style-type: none">Organisational structure within different hospitality sectors: operational departments, functional departments and the interrelationships between these <p>Sample activities:</p> <ul style="list-style-type: none">Students mind map the different operational departments within selected businesses in hospitality.Pair activity (30 minutes): Students to be given a business to investigate the operational departments within that business. Students to feedback to the group.Tutor to introduce 'functional departments' to the group and to facilitate a group discussion on how the functional departments support the work of the operational departments. It may be worth discussing that smaller hospitality business do not have this element of support and therefore function in a different manner.
Session 6	LO1	<p>Topic(s):</p> <ul style="list-style-type: none">Global growth and developments: international and global organisations within hospitality, the growth of franchising and licensing agreements <p>Sample activities:</p> <ul style="list-style-type: none">Research activity: Students to explore the global growth of the hospitality industry.Pair/group presentation on hospitality 'brands' that operate globally. Student presentation should focus on the growth of the 'brands' and the ways and means that have allowed this expansion.Tutor to facilitate group discussion on franchising and licensing as a business strategy to encourage international and global growth, and their impacts on the hospitality industry.Use of a case study activity/worksheet to highlight the driving factors.



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Sessions	Learning Outcome(s)	Session Activities
Session 7	LO2	<p>Topic(s):</p> <ul style="list-style-type: none">• Staff types and job roles <p>Sample activities:</p> <ul style="list-style-type: none">• Student discussion to include reference to: functional specialists, operational specialists, craft specialists including skilled/semi-skilled/unskilled, management and supervisory roles.• Guest speaker/s from a selection of hospitality businesses to speak to students about the opportunities that exist within their organisation, including management/graduate traineeships and apprentices, and especially higher apprentices.• Student to research career websites and present back different roles within functional areas with a focus on skills required for the roles.
Session 8	LO2	<p>Topic(s):</p> <ul style="list-style-type: none">• Required skills: technical or practical skills or job-specific skills• Priority skills for the hospitality industry including customer handling skills, planning and organisation skills, team working skills, oral communication skills, problem solving skills <p>Sample activities:</p> <ul style="list-style-type: none">• Group activity: Students to identify what they believe are the priority skills needed for successful employment in the industry.• Individual activity: Students to complete a SWOT analysis on their current skills compared to those that have been identified as priority skills for hospitality. Students to feedback about their skills levels, where improvement is needed and how these skills can be achieved.• Individual activity: Students to complete an action plan for improving their skills.



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Sessions	Learning Outcome(s)	Session Activities
Session 9	LO2	<p>Topic(s):</p> <ul style="list-style-type: none">Drivers of skills gaps: How labour turnover, migratory and mobile labour force, industry image, expectations around wages and conditions have affected recruitment and talent development <p>Sample activities:</p> <ul style="list-style-type: none">Research activity into the skills gaps within the industry using industry research reports and websites.Pair/small group activity: Students to mind map drivers of skills gaps and feedback to group, tutor to capture responses.Tutor-led discussion exploring the drivers given by students and other drivers of skills gaps identified.
Session 10	LO2	<p>Topic(s):</p> <ul style="list-style-type: none">Impacts on hospitality businesses of skills gaps and other recruitment issues <p>Sample activities:</p> <ul style="list-style-type: none">Guest speaker from large hospitality business to give talk about recruitment and recruitment issues, these may include: increased workload for other staff, de-skilling of operations, difficulties meeting quality standards, higher operating costs, difficulties introducing new working practices, loss of business to competitors.Use of students already in the workplace to present their roles and functional areas in the work place.



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Sessions	Learning Outcome(s)	Session Activities
Session 11	LO1 & LO2	<p>Topic(s): LO1 and LO2 recap and assessment check</p> <ul style="list-style-type: none">• LO1 and LO2• In-class quiz/test to recap and assess gaps in knowledge <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor explanation and recap of LO1 and LO2 content• In-class quiz/test on these outcomes – peer marked with feedback exchanged.
Session 12	LO1 & LO2	<p>Topic(s):</p> <ul style="list-style-type: none">• Assignment workshop for LO1 and LO2 and issue of Assignment 1 <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor to issue Assignment 1 and give an overview of the coverage and tasks.• Open questions and answer to address any general questions and concerns.• Review of academic requirements and submission format.• Individual student queries and concerns.



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Sessions	Learning Outcome(s)	Session Activities
Session 13	LO3	<p>Topic(s):</p> <ul style="list-style-type: none">• The macro environment: Application of the PESTLE framework, the influence of political, economic, social, technological and environmental factors and how hospitality organisations need to monitor and forecast external influences <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor to introduce students to the concept of businesses operation in two distinct environments – the macro (external) and the micro (internal) environments. Introduce the PESTLE model and its purpose and use to a hospitality business in being able to manage and respond to issues in the macro environment.• Pair/small group activity: Each pair/group to be given a different area of focus and to mind map current PESTLE issues/factors that are currently impacting on the hospitality industry. Students to feedback to the group with tutor to capture this feedback.• Group discussion on the results of the PESTLE exercise. Tutor to dig into students' responses to elicit the impacts/possible impacts of the examples raised to allow the students to gain an understanding of how hospitality businesses manage change.• Pair/small group activity: Each pair/small group to select one issue and determine how hospitality businesses can plan to mitigate the impact on the business.



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Sessions	Learning Outcome(s)	Session Activities
Session 14	LO3	<p>Topic(s):</p> <ul style="list-style-type: none">The micro environment: Application of SWOT/TOWS analysis to a hospitality business and how these can assist in the decision-making process within organisations <p>Sample activities:</p> <ul style="list-style-type: none">Tutor to recap on last sessions learning on the macro environment and to introduce the students to the 'micro environment'. Introduce the SWOT and TOWS analysis models to students and explain how this model is used to assist the decision-making process within hospitality organisations.Individual activity: Students to mind map what they believe may be general strengths, weaknesses, opportunities and threats to hospitality businesses. This information can be captured and the tutor can lead a discussion about how the SWOT factors identified are interchangeable within businesses and how the TOWS model will focus primarily on the threats and opportunities.Pair/small group activity: Tutor to prepare a case study which allows the students to carry out an actual SWOT analysis. The case study can be real or fictional. Students to feedback to the group and compare the results.
Session 15	LO3	<p>Topic(s):</p> <ul style="list-style-type: none">Factors affecting supply and demand: How a variety of different factors can impact on the supply and demand of hospitality products and services and how individual hospitality businesses can respond to these factors <p>Sample activities:</p> <ul style="list-style-type: none">Students mind map different factors that influence supply and demand.Pair activity: Research activity to explore how factors have influenced and changed products and services. Students to present findings.Research industry reports on the changing nature of the hospitality industry to be used and summarised in worksheet activity.



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Sessions	Learning Outcome(s)	Session Activities
Session 16	LO4	<p>Topic(s):</p> <ul style="list-style-type: none">• Current trends and developments in hospitality and their drivers <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor to introduce students to the topic and to suggest some possible drivers of current trends and developments. Some have been identified as possible drivers in the unit content. Discussion links where possible with the factors identified by the PESTLE exercise as this will close the circle in terms of responding to external factors.• Pair/individual activity: Students to mind map other possible drivers that they may be aware of/believe to be factors.• Group discussion to collate ideas.• Mini research project: Students to identify 'trend setters' within the hospitality business and to present one 'trend setter' in next session.
Session 17	LO4	<p>Topic(s):</p> <ul style="list-style-type: none">• Responding to trends <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor to introduce students to the topic and to facilitate mini presentations on 'trend setters' (e.g. sustainability, digital technology, changing consumerism).• Individual activity: Students to present results of mini research project to group.• Group discussion on the ability of the hospitality business to set and respond to trends.• Tutor to recap the session and close.



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Sessions	Learning Outcome(s)	Session Activities
Session 18	LO3 & LO4	<p>Topic(s):</p> <ul style="list-style-type: none">• LO3 and LO4 recap and assessment check• LO3 and LO4• In-class quiz/test to recap and assess gaps in knowledge <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor explanation and recap of LO3 and LO4 content.• In-class quiz/test on these outcomes, peer marked with feedback exchanged.
Session 19	LO3 & LO4	<p>Topic(s):</p> <ul style="list-style-type: none">• Assessment workshop for LO3 and LO4 and issue of Assignment 2 <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor to issue Assignment 2 and give an overview of the coverage and tasks.• Open questions and answer to address any general questions and concerns.• Review of academic requirements and submission format.• Individual student queries and concerns.
Session 20	LO1–LO4	<p>Topic(s):</p> <ul style="list-style-type: none">• Unit review and assignment workshop <p>Sample activities:</p> <ul style="list-style-type: none">• Unit review and feedback• One-to-one appointments to discuss Assignment 2



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SCHEME OF WORK

UNIT: 2 Managing the Customer Experience

For use with the Higher National Certificate and
Higher National Diploma in Hospitality Management
First teaching from September 2018

Issue 1



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Higher National Certificate/Diploma in Hospitality Management

SCHEME OF WORK

Programme Title:	Higher Nationals in Hospitality Management	Level:	
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Unit Title:	Managing the Customer Experience	Tutor:	
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Unit Number:	2	Academic Year:	
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Learning Outcomes (LO)	Assessment 1	Assessment 2	Assessment 3	Assessment 4
LO1 Explain the needs and expectations of market segments for the service industry	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LO2 Explore the customer experience map to create business opportunities and optimise customer touch points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LO3 Investigate the impacts of digital technology in customer relationship management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LO4 Apply effective customer experience management within a service sector business to maximise customer engagement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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Sessions	Learning Outcome(s)	Session Activities
Session 1	LO1	<p>Topic(s):</p> <ul style="list-style-type: none">• Introduction to Unit 2 – Managing the Customer Experience• Overview of content, delivery and assessment/s for unit• Market segmentation and customer profiling <p>Sample activities:</p> <ul style="list-style-type: none">• Tutor-led delivery of unit overview and content.• Students brainstorm the concepts of market segmentation and customer profiling to determine an organisations 'target market'.• Pair activity: Students to identify different market segments and feedback to the group.• Group discussion: Expand on the notion of market segmentation and why certain groups are targeted by hospitality organisations.• Research activity for different hospitality businesses to identify different market profiles and characteristics.• Q/A session.



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Sessions	Learning Outcome(s)	Session Activities
Session 2	LO1	<p>Topic(s):</p> <ul style="list-style-type: none"> • Market segmentation and customer profiling (continued) • Customer wants, needs and expectations <p>Sample activities:</p> <ul style="list-style-type: none"> • Students investigate different types of customer wants, needs and expectations. • Pair/small group activity: Tutor to allocate each pair a segment and ask them to identify the want, needs and expectations of these groups. Students to feedback to group and tutor to capture to responses. Students to decide which of the segments they consider to be the most profitable. • Tutor to introduce the students to the segmentation, targeting and positioning (STP) model to show how segmentation and determining customer needs leads a hospitality business to market positioning. Mindtools.com has an easily accessible example of STP in action and additional reading for students. • Group discussion: Students to identify market positioning of well-known hospitality businesses in their locale, nationally and internationally. • Q/A session.
Session 3	LO1	<p>Topic(s):</p> <ul style="list-style-type: none"> • Engagement factors • Emotional clusters of customer experience <p>Sample activities:</p> <ul style="list-style-type: none"> • Tutor to recap on last session to confirm understanding of topic to date and to introduce the students to engagement factors. • Student group presentation on different scenarios that reflect the four clusters of emotions. • Research activity using case studies based on Simonson and Rosen's influence mix which identifies three main factors that influence customers' purchasing decisions. • Group discussion: Tutor to facilitate discussion on the merit of Simonson and Rosen's model.



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Sessions	Learning Outcome(s)	Session Activities
Session 4	LO1	<p>Topic(s):</p> <ul style="list-style-type: none"> Onboarding and post-boarding factors Different strategies <p>Sample activities:</p> <ul style="list-style-type: none"> Tutor to introduce students to and define 'onboarding' as 'the processes and procedures that users go through when they start their journey as a customer of a product or service'. Group discussion about their journeys to the purchase of products and services from hospitality organisations. Research activity that focuses on different hospitality organisations to identify strategies used by businesses for onboarding and post-boarding.
Session 5	LO2	<p>Topic(s):</p> <ul style="list-style-type: none"> The customer journey/experience mapping <p>Sample activities:</p> <ul style="list-style-type: none"> Students brainstorm the customer journey as the 'voyage' that a customer takes through a business, from first contact to purchase to exiting the business. Pair/small group activity: Students to select a hospitality business that they have visited and brainstorm the journey or voyage that they took through this organisation using flip chart paper. Pairs/groups to feedback to the class using flip chart which can be retained for future discussion. Tutor-led discussion on when the journey starts and ends and why it is important to map each stage of the journey. Research activity for next session: Students to research the elements of the customer journey/experience prior to visit. Students should be directed to research information about the businesses products and services from their external communication tools and other internet sources.
Session 6	LO2	<p>Topic(s):</p> <ul style="list-style-type: none"> The customer journey/experience mapping <p>Sample activities:</p> <ul style="list-style-type: none"> Visit to hospitality outlet for talk on customer journey within the organisation. Students to experience the customer journey. Individual activity: Students to make notes on the internal customer journey in order to be able to map the experience.



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Sessions	Learning Outcome(s)	Session Activities
Session 7	LO2	Topic(s): <ul style="list-style-type: none">The customer journey/experience mapping (continued) Sample activities: <ul style="list-style-type: none">Workshop activity where students map complete journey through visited organisation from initial awareness of business to exit.Tutor to provide one-to-one and group support for the process.
Session 8	LO2	Topic(s): <ul style="list-style-type: none">Customer touch points Sample activities: <ul style="list-style-type: none">Tutor to recap on teaching and learning from last three sessions and to introduce the concept of customer touch points. Students may already be aware of the concept of touch points from their research, visit and mapping of their experience.Individual activity/group discussion: Using their maps, students are to identify potential touch points. Students to feedback their findings.Tutor to use the touch point mapping results to discuss possible impacts of 'getting it right' at each touch point.Group discussion: Students to discuss how the organisation can optimise each of the customer touch points to influence the behaviour, responses and actions its customers.
Session 9	LO1 & LO2	Topic(s): <ul style="list-style-type: none">LO1 and LO2 recap and assessment checkIn-class quiz/test to recap and assess gaps in knowledge Sample activities: <ul style="list-style-type: none">Tutor explanation and recap of LO1 and LO2 content.In-class quiz/test on these outcomes, peer marked with feedback exchanged.



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Sessions	Learning Outcome(s)	Session Activities
Session 10	LO1 & LO2	<p>Topic(s):</p> <ul style="list-style-type: none"> Assessment workshop for LO1 and LO2 and issue of Assignment 1 Assignment workshop for LO4 and issue of Assignment 2 <p>Sample activities:</p> <ul style="list-style-type: none"> Tutor to issue Assignments 1 and 2 and give an overview of the coverage and tasks. Open questions and answer to address any general questions and concerns. Review of academic requirements and submission format. Individual student queries and concerns.
Session 11	LO4	<p>Topic(s):</p> <ul style="list-style-type: none"> Introduction to Customer Experience Management CEM Touch point analysis Use of KPIs and analytics for customer journey analysis <p>Sample activities:</p> <ul style="list-style-type: none"> Students brainstorm the concepts and benefits of CRM/CEM Research trends in CEM and case studies of hospitality organisations to investigate how they use touch points affectively. Students to brainstorm solutions for responding to outcomes of touch point analysis – conversion rate, bounce rates, exit rates.
Session 18	LO4	<p>Topic(s):</p> <ul style="list-style-type: none"> The stages of managing the customer experience <p>Sample activities:</p> <ul style="list-style-type: none"> Small group research and investigation of given hospitality organisations to identify CEM strategies. Individual practical activity: Students to apply effective customer service within a business and services context to meet required standards.
Session 13	LO4	<p>Topic(s):</p> <ul style="list-style-type: none"> Assessment workshop Assignments 1 and 2 <p>Sample activities:</p> <ul style="list-style-type: none"> Open questions and answer to address any general questions and concerns. Review of academic requirements and submission format. Individual student queries and concerns.



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Sessions	Learning Outcome(s)	Session Activities
Session 14	LO4	Topic(s): <ul style="list-style-type: none">• The stages of managing the customer experience• Brand building and the brand experience Sample activities: <ul style="list-style-type: none">• Students use mapping exercise from previous session and add in/chart pain points and customer emotions at each stage.• Brainstorm ideas for brand building and improvements to the customer experience.• Discussion activity: Students read and discuss current articles/research on the power of brands versus CEM.
Session 15	LO3	Topic(s): <ul style="list-style-type: none">• Different types of CRM systems – operational, analytical and collaborative Sample activities: <ul style="list-style-type: none">• Students brainstorm different types of CRM systems and their features and services.• Pair feedback presentations on the advantages and disadvantages of systems.
Session 16	LO3	Topic(s): <ul style="list-style-type: none">• CRM systems continued Sample activities: <ul style="list-style-type: none">• Individual activity: Tutor to provide case studies of small and large hospitality organisations using a CRM system and the benefits that this has brought to the business.• Group discussion: Students to use the case studies and discuss how CRM systems contribute to the management of customer relationships within the hospitality industry and the benefits they bring to the organisation.• Q/A session.



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Sessions	Learning Outcome(s)	Session Activities
17	LO3	<p>Topic(s):</p> <ul style="list-style-type: none">• On-line customer experiences <p>Sample activities:</p> <ul style="list-style-type: none">• Group discussion: Students to brainstorm the ways in which hospitality organisations use technology to interact with their customers and customer expectations of how this technology should work.• Group activity: Tutor to select a number of websites and smartphone apps to see if these match the expectations of the student audience (and the tutors!).• Mini research task for next session: Students to research the use of social media by a hospitality organisation. Tutor to set the range of organisations so that there is variation in the results. Students to complete five minute presentation in the next session.
Session 18	LO3	<p>Topic(s):</p> <ul style="list-style-type: none">• Use of social media• Use of CRM apps <p>Sample activities:</p> <ul style="list-style-type: none">• Individual activity: Five minute presentations on the use of social media by different hospitality organisations.• Group discussion: Students to discuss examples of social media platform not identified in the presentations.• Research different CRM apps in the marketplace for contacts, leads and deals and conversations.• Pair activity: Research digital solutions to CRM and different media integrated digital marketing channels.• Pair activity: Presentation on the benefits to hospitality organisations of using social media.



Please note that Schemes of Work are for guidance and support only.

They can be customised and amended according to localised needs and requirements.

All schemes of work can be adapted to suit specific establishment time frames in line with GLH delivery.

Sessions	Learning Outcome(s)	Session Activities
Session 19	LO3	Topic(s): <ul style="list-style-type: none">• Assessment workshop for LO3 and issue of Assignment 3 Sample activities: <ul style="list-style-type: none">• Tutor to issue Assignment 3 and give an overview of the coverage and tasks.• Open questions and answer to address any general questions and concerns.• Review of academic requirements and submission format.• Individual student queries and concerns.
Session 20	LO1-LO4	Topic(s): <ul style="list-style-type: none">• Unit review and assignment workshop Sample activities: <ul style="list-style-type: none">• Unit review and feedback• One-to-one appointments to discuss Assignment 3

