

Pearson BTEC Set Assignment Brief

Single Part Assessment

Unit 4 – The Principles of Leadership and Supervision

For use with:

Pearson BTEC International Level 3 qualifications in Hospitality

Extended Certificate / Foundation Diploma / Diploma / Extended Diploma

Supervised hours	6 Hours
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For completion by the centre

Qualification (select as appropriate)	Extended Certificate / Foundation Diploma / Diploma / Extended Diploma
Assessment date	

Instructions to Teachers/Tutors and/or Invigilators

The Pearson Set Assignment will be assessed internally by the centre using the unit Assessment Criteria detailed in the qualification specification. The assignment will be sampled by the Standards Verifier as part of the standards verification annual centre visit.

Conditions of supervision

The Pearson Set Assignment should be undertaken in conditions that assure the authenticity of outcome. This may require supervision.

We advise that the Pearson Set Assignment be completed in sessions that come to a total of 6 hours. The Pearson Set Assignment should not be shared with learners prior to the start of the assessment period. Teachers/tutors are responsible for security of the Pearson Set Assignment and materials.

Outcomes for Submission

Learners may submit handwritten or word-processed evidence.

Learners must save their work regularly and ensure that all materials can be identified as their work.

Learners must submit their own, independent work as detailed in the set assignment. Each learner must complete an authentication sheet.

Instructions to Learners

Read the Set Assignment case study carefully.

You will be asked to carry out specific activities using the information provided. You will be given a specific time period to complete the assignment.

At all times, you must work independently and must not share your work with other learners. You must complete an authentication sheet and submit this along with your work.

Set Assignment

You must complete all activities.

RESEARCH ACTIVITY

To complete the activities, you will need to research all of the content in task 1 and 2 as stated below and outlined in the specification. You will use the case study to identify issues within a given context and recommend leadership, motivational and team building techniques for this situation, to bring about improvement.

Task 1:

Collect information that covers **all** of the following:

- Leadership styles and their suitability for different situations
- Key theories of motivation and their application in the hospitality workplace.

Task 2:

Collect information that covers the following:

- The theory of teams and team development within different hospitality contexts
- Characteristics of an effective hospitality team
- Causes of team conflict in the workplace.

Scenario

You have recently been appointed as trainee general manager for a chain of boutique hotels. One of the hotels in the chain has been underperforming in the last 4 months. As part of your training, your line manager has asked you to accompany them on a visit to the hotel to see if you are able to identify reasons for the underperformance.

Case study

The Black Leopard is a 20-bedroom hotel situated in a popular downtown area. The Black Leopard was run for over 10 years by the same general manager and many of the staff have been working there for that time. The chain has a policy of 'recognising talent from within' and all of the departmental managers have worked their way up to the posts they hold today.

Six months ago, control was handed over to a new General Manager. Over the last 4 months, the hotel has seen a gradual reduction in income. The General Manager has stated that this is down to this being low season for tourists. During the last 2 months, however, there has been an increase in wages paid to agency staff to cover staff illness and absenteeism. This is what your line manager wants you to investigate.

Whilst your line manager looks at the financial data with the General Manager, you have been asked to hold a staff meeting to see if you can discover any issues.

At the meeting, you are told the following:

The General Manager has told the staff that they are not up to the job and is annoyed that the staff have been 'inherited' from the previous general manager.

The have been told that the general manager feels that they are all too stuck in their ways and not dynamic enough to deliver his 'world class' vision of the hotel.

The General Manager is micro-managing them, and not allowing them to have any say in the running of the business.

Even departmental managers have had the ability to make decisions taken away from them and they have to consult the General Manager.

The General Manager has introduced a performance based appraisal system where staff are assessed quarterly rather than annually. Staff who perform well will be rewarded with generous cash bonuses, and staff who don't will be subject to disciplinary action.

The General Manager has advertised for new staff in the local newspaper, the advertised rates are way above the rates being paid to the existing staff.

Staff at the Black Leopard are not happy, they feel devalued and threatened by the General Managers actions, some of the staff are threatening to leave unless the General Manager treats them with more respect. The General Manager, however, has told them that they are free to go if they don't like the way he does things.

Sickness and absentee levels continue to rise as does the cost of covering these absences.

Following on from your visit to the hotel, your manager has asked you to provide a report. You need to identify any issues have seen. Your report will help your line manager to support the General Manager and make improvements to the hotel.

Set Assignment

You must complete ALL activities.

ACTIVITY 1

For the first section of your report, refer to the information in the case study and evaluate:

- the current leadership style and motivational techniques used within the hotel from your findings, comparing and contrasting these to other leadership styles and their suitability for different situations
- any motivational techniques observed during your visit, and motivational techniques required to build an effective team.

This activity covers learning aim A.
A.P1, A.P2, A.P3, A.M1, A.D1

ACTIVITY 2

In the second section of your report, your line manager has asked you to:

- Evaluate the impact that dysfunctional teams and team conflict may have on the performance of the outlet and on the individual team members
- Explain the roles and dynamics of teams within the hospitality industry, assessing individual contributions and the benefits of cohesive teams
- Suggest and justify strategies that can be used to reduce conflict within hospitality teams

This activity covers learning aim B

B.P3, B.P4, B.M2, B.D2

ACTIVITY 3

For the final section of your report, the area manager would like you to use your research to recommend and justify the following:

- A suitable leadership style for the outlet which would lead to all business objectives being met.
- Suitable motivational and team-building strategies that could be utilised to improve staff morale and productivity.
- Explain the purpose of continuous monitoring of the team, suggesting how the manager could implement this at the outlet to improve business performance.

This activity covers learning aim C

C.P5, C.P6, C.M3, C.D3