

# L4 APPRENTICESHIP

## HOSPITALITY MANAGER

### Overview

Hospitality managers work across a huge variety of organisations including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers. These managers generally specialise in a particular area; however, their core knowledge, skills and behaviours are aligned. Common to all managers in this role is their passion for exceeding customers' expectations. Hospitality managers have a high level of responsibility and are accountable for fulfilling the business vision and objectives which requires excellent business, people and customer relation skills. Individuals in this role are highly motivated team leaders that combine a talent for management and specific industry skills and thrive on the customer facing nature of the role.

### Entry requirements

Must have management responsibilities

### Who is the course for?

Hospitality Managers work across a variety of organisations including bars, restaurants, cafés, conference centres, banqueting venues, hotels and contract caterers. This higher - level programme is for food and beverage managers, conference and events managers, kitchen managers/head chefs and housekeeping managers.

### Programme content

Core: All hospitality managers must have all the following generic skills, knowledge and behaviour:

#### Knowledge

- Understand how to use relevant operating models to help achieve the business vision and objectives of hospitality businesses and how these are used in own area of business
- Understand how to manage finance and minimise costs within hospitality businesses; identify the income streams and cost centres and areas for potential waste or loss within own area of Business
- Know the business strategy and its key competitors and how it fits within the wider hospitality industry in which it operates
- Identify the management information available in own area and understand how to use, analyse and act on it to drive business change
- Understand the standard business operating procedures, the services and products and how they are managed and their potential consequences
- Identify peaks and troughs in business levels and understand the factors which influence them e.g. season, weather, cultural and special occasions such as Valentine's Day, New Years
- Determine how to develop contingency plans which allow consistent levels of service in line with business standards and requirements
- Understand how technology supports the delivery of products and services in hospitality businesses

### KEY INFORMATION

**Typical Duration:**  
15 months + 3 months EPA

**Taught Days:**  
One day every month plus 4  
Industry visits/talks term time  
only

**Delivery Location**  
Truro  
Penwith (Penzance)

**Funding value:**  
£6,000

(£300 employer contribution if  
required)

- Understand environmental, legislative and social responsibilities and their impact within hospitality businesses
- Know how to identify potential risks to people and the business and how to plan for and minimise the impact
- Understand how to create a people strategy and how to effectively manage recruitment, induction, team development and succession planning in a hospitality business to deliver it.
- Know and understand how to consistently communicate and engage with people and teams
- Understand the responsibilities of an employer and the parameters the business works within
- Determine the customer service journey and understand how to meet expectations, taking into account business requirements
- Understand the impact of service failure on hospitality businesses and identify how to develop and implement successful service recovery strategies
- Know how to use customer feedback as a competitive tool in the hospitality industry
- Understand how to identify, support, implement and evaluate hospitality marketing, sales strategies and techniques
- Understand what it means to champion the business and maintain comprehensive product / service, brand and market knowledge
- Understand the management and leadership styles and skills required in a hospitality business environment
- Understand how to lead the implementation of change in hospitality business and the potential impact on stakeholders
- Understand the ethos of a diverse and inclusive culture that demonstrates social inclusion

## Skills

- Proactively seek and drive activities that support the achievement of the business vision and objectives, improve competitiveness, to meet financial targets
- Monitor and manage income and costs, use forecasting to set realistic targets, evaluate the control of resource allocation, and prepare financial cases for improvement projects
- Develop and effectively communicate own plans and strategy to management team in order to harmoniously work towards achieving business objectives
- Analyse, interpret and evaluate product / service sales and / or productivity data and information and use it to make recommendations for future planning e.g. of staff and resources, ideas for new initiatives, and drive business change
- Implement required operational processes and procedures in line with business standards
- Monitor peaks and troughs in business levels to ensure operational plans allow service standards and resources to be maintained
- Develop and implement contingency plans to ensure resources are in place to provide consistent levels of service required by the business
- Maximise the use of technology and evaluate its effectiveness for achieving the desired results
- Manage and continuously review adherence to legislation
- Identify and manage risks through empowering the team
- Carry out talent management planning in line with the people strategy, and develop a culture of continuous development, actively supporting team members to improve and grow within their roles and careers
- Demonstrate effective methods of communication and leadership that achieve the desired results, providing support and coaching to team members to maximise their performance
- Manage people performance and capability, and develop teams in line with operational policy and procedures and support appropriate decision making
- Monitor customer satisfaction to ensure product / service is delivered according to their profile and business requirements
- Develop and implement service recovery strategies to uphold brand / business reputation and maintain customer satisfaction
- Actively seek, analyse and evaluate customer feedback and take appropriate action to improve quality of service and customer experience
- Maximise the impact of marketing strategies, evaluate and act on feedback



- Manage the targeted promotion of the brand and product / service to customers
- Use a wide range of management and leadership skills appropriate to the business to motivate and inspire others
- Lead change to meet the business objectives and manage the impact of change on stakeholders
- Support team members to carry out work activities that respond to a diverse range of needs

## Behaviours

- Inspire team members to demonstrate personal drive to achieve the business vision and objectives
- Be financially astute in work activities, visibly discourage waste and act credibly on matters that affect business finance
- Openly share information with colleagues that support business objectives and growth
- Make decisions based on a sound analysis and judgement of available management information
- Actively promote the benefits of working within standard business operating procedures
- Ability to make accurate forecasts based on current and future trends
- Think ahead and demonstrate resourcefulness when developing plans
- Use technology responsibly and take an interest in new developments that could support the business
- Be accountable, advocate and adhere to the importance of working legally in the best interest of all people
- Be solution focussed through proactive risk management personally and through others
- Demonstrate commitment to self-improvement, championing a culture of continual development and progression; trying out and reflecting on methods to develop own leadership skills
- Manage team to take a pride in their role through demonstrating a consistently positive and professional approach to communication
- Empower team members whilst providing adequate support to aid their decision making
- Proactively develop and maintain a customer centred culture
- Provide clear direction to team and empower them to implement effective customer service resolutions
- Drive behavioural change through encouraging others to seek and act on feedback
- Personally market the business and industry through creating a culture of passionate enthusiasm to provide customers with the best possible experience, seeking and acting upon feedback
- Drive a strong cultural belief in the brand and product / service
- Create a high-performance culture
- Pioneer business decisions and promote a positive attitude to change
- Lead by example to promote business and social responsibility and act as a role model to ensure self and team are operating in an empathic, fair and consistently professional manner

## Gateway

The independent end-point assessment is synoptic, which means it takes an overview of the apprentices' competence. The end-point assessment should only commence once the employer is confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard. The independent end-point assessment ensures that all apprentices consistently achieve the industry set professional standard for a hospitality manager. Apprentices without level 2 English and maths will need to achieve this level prior to taking the end-point assessment.



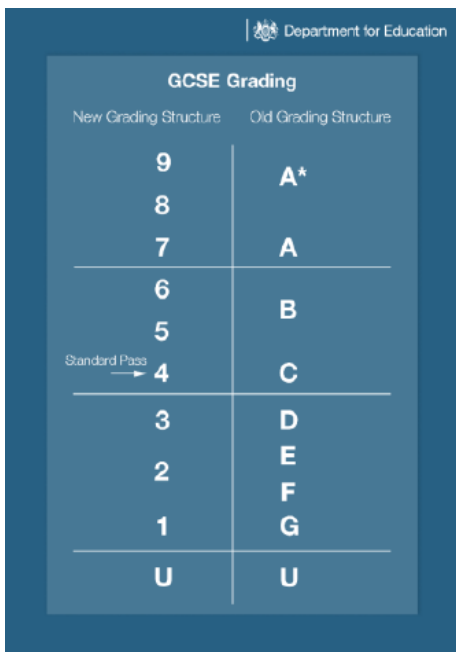
# End point assessment

## EPA methods

- On Demand Test
- Business Project
- Professional Discussion

## Contact information

For further information, please call our Business Relations Team on 01872 242711 or email [apprenticeships@truro-penwith.ac.uk](mailto:apprenticeships@truro-penwith.ac.uk)



Department for Education

GCSE Grading	
New Grading Structure	Old Grading Structure
9	A*
8	
7	A
6	
5	B
4 Standard Pass →	C
3	D
2	E F
1	G
U	U

Functional Skills are equivalent to GCSE's, the table below shows the comparison

Entry Level 1	GCSE below G or Level 1
Level 1	GCSE D-G or level 1-3
Level 2	GCSE A*- C or level 4-9