

Title	Plan and apply management solutions in a change-management situation in a hospitality establishment		
Level	6	Credits	40

Purpose	<p>This unit standard is for experienced people who are responsible for managing hospitality establishment operations.</p> <p>People credited with this unit standard are able to: describe schools of thought on the management of change in organisations; identify and analyse change requirements and opportunities; develop a change management plan; and implement change management plan, for a hospitality establishment.</p>
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Classification	Hospitality > Hospitality Management
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Available grade	Achieved
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Explanatory notes

1 Definitions

Change management plan – a plan addressing the impact of proposed change to an organisation, and easing the transition.

Establishment requirements – any policy, procedure, process or agreed requirement, either written or oral, that is made known to the candidate prior to assessment against this unit standard.

Hospitality establishment – any venue specifically operated to provide accommodation, conferences, food and beverage service, or other activity related to the provision of hospitality service to customers and users.

2 Evidence generated during assessment against this unit standard must be in accordance with establishment requirements. This includes:

- policies, procedures and requirements
- ethical codes of relevant professional bodies
- any relevant legislative or regulatory requirements.

Outcomes and evidence requirements

Outcome 1

Describe schools of thought on the management of change in organisations.

Range two schools of thought.

Evidence requirements

- 1.1 Approaches of each school of thought to accomplish structural change, technological change and people change are compared and described.
- 1.2 Factors from each school of thought that either drive, or impede change management are identified.

Outcome 2

Identify and analyse change requirements and opportunities for a hospitality establishment.

Evidence requirements

- 2.1 Strategic change needs are identified through analysis of organisational objectives and the prevailing hospitality business sector environment.
- Range includes but is not limited to – identifying and monitoring business trends, identifying events in the external environment.
- 2.2 Existing policies and practices are reviewed against strategic objectives to identify change requirements.
- Range includes but is not limited to – performance gaps, business opportunities, business threats, management decisions.
- 2.3 Change requirements and opportunities are analysed and prioritised with relevant managers.
- 2.4 Specialists and experts are consulted to assist in the identification of major change requirements and opportunities and any advice is considered.

Outcome 3

Develop a change management plan for a hospitality establishment.

Evidence requirements

- 3.1 Cost/benefit analysis of change is undertaken and documented.
- Range includes but is not limited to – risk analysis, consultation, identification of barriers.
- 3.2 Change management project plan is developed.
- Range may include but is not limited to – type and scope of change, stakeholder support, management team, obtaining approval of relevant authorities, creation of communication plan, monitoring resistance, addressing roadblocks, tracking changes.

- 3.3 Resources are assigned to the project and reporting protocols are agreed with relevant managers.

Outcome 4

Implement change management plan for a hospitality establishment.

Evidence requirements

- 4.1 The communication plan is delivered to relevant groups and individuals.
- 4.2 Interventions and activities set out in project plan are actioned according to project timetable.
- 4.3 Strategies for embedding the change are activated.
- Range may include but is not limited to – engaging staff, assisting staff to embrace change, incorporating feedback from staff, supporting managers/team leaders, supporting staff who opt to leave.
- 4.4 Regular evaluation and review are conducted, and project plan is modified where appropriate to achieve change program objectives.
- 4.5 Measures are established to ensure innovation is incorporated as an integral part of leadership and management activities.
- Range evidence for three measures.
- 4.6 Behaviours to promote relationships based on mutual respect and trust are established and maintained.
- Range evidence for three behaviours.

Planned review date	31 December 2021
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	16 March 2017	N/A

Consent and Moderation Requirements (CMR) reference	0112
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Please note

Providers must be granted consent to assess against standards (accredited) by NZQA, before they can report credits from assessment against unit standards or deliver courses of study leading to that assessment.

Industry Training Organisations must be granted consent to assess against standards by NZQA before they can register credits from assessment against unit standards.

Providers and Industry Training Organisations, which have been granted consent and which are assessing against unit standards must engage with the moderation system that applies to those standards.

Requirements for consent to assess and an outline of the moderation system that applies to this standard are outlined in the Consent and Moderation Requirements (CMRs). The CMR also includes useful information about special requirements for organisations wishing to develop education and training programmes, such as minimum qualifications for tutors and assessors, and special resource requirements.

Comments on this unit standard

Please contact ServiceIQ qualifications@ServiceIQ.org.nz if you wish to suggest changes to the content of this unit standard.