Hospitality

**Mandatory Focus Area: Working in the hospitality industry and workplace**

Welcome.

This module will assist you to review and revise content in the area of ‘Working in the hospitality industry and workplace’ in the NSW HSC Hospitality syllabus.

The units of competency associated with the mandatory focus area ‘Working in the hospitality industry and workplace’ in Hospitality are

[BSBWOR203 Work effectively with others](https://training.gov.au/Training/Details/BSBWOR203)  AND

[SITHIND002 Source and use information on the hospitality industry](https://training.gov.au/Training/Details/SITHIND002)

 The full scope of learning appears in ‘HSC Focus Areas’.

This module is broken up into:

* Important notes
* Key terms and concepts
* Activities
* Putting the theory into practice
* HSC Focus Areas

How to use the resource

Work through the notes and the suggested activities in any order. Great revision techniques include working through how a problem is solved, explaining the concept, testing yourself and retrieving information from your memory. Spread your revision over a number of sessions rather than sitting at one subject for lengthy periods.

Discuss your responses with your teacher, fellow students or an interested family member.

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# Important Notes

There are separate examination papers for ‘Kitchen Operations and Cookery’ and ‘Food and Beverage’.

The mandatory focus area content is the same for ‘Kitchen Operations and Cookery’ and ‘Food and Beverage’.

You should use the information in this module as a prompt and guide when revising your **study notes** or **text-book information** or **other resources** provided by your teacher.

### Importance of keeping up to date

If you are working or wishing to work in the hospitality industry, it is important to be up to date with current with industry information. Even people who have had long careers in the hospitality industry need to keep up to date with current trends and changes in the industry. This is because currency helps to:

* maintain professionalism
* ensure quality service
* better promote products and services
* improve working relationships.

For instance, in the day-to-day activities of a hospitality enterprise, an up to date employer can implement current legislation, a chef may prepare menus that reflect the latest food trends and the concierge will be aware of local attractions to inform guests.

Having an up to date knowledge of the hospitality industry is also important for the Higher School Certificate examination. Students are expected to use correct industry terminology, give detailed industry examples and demonstrate understanding of current issues affecting the industry.

### Other useful links

The [FairWork website](https://www.fairwork.gov.au/) is a federal government site outlining the latest information on workplace relations legislation and explaining options for employment, such as awards and workplace agreements.

The [Australian Hotels Association website](http://aha.org.au/) provides information about current hospitality industry issues and trends, as well as information and support for employers and employees in the hospitality industry.

The [Accommodation Association website](https://www.aaoa.com.au/) provides current hospitality industry trends and is a support for employers and employees in the hospitality industry, providing information on current issues.

[ClubsNSW](https://www.clubsnsw.com.au/) provides current information on current issues affecting clubs such as workplace relations and licensing.

The [Restaurant and Catering Association of Australia](http://rca.asn.au/rca/) provides information on current trends and issues in restaurants and catering as well as information on careers in restaurants and catering.

The [Liquor, Hospitality and Miscellaneous Union website](https://www.lhdunitedvoice.org/) provide support to hospitality employees with information on current workplace relations issues.

The [Australian Council of Trade Unions Worksite website](https://www.actu.org.au/about-the-actu/the-actu-network) (ACTU) provides information on the roles of unions, as well as information and case studies on award conditions, workplace agreements, work experience and workplace legislation.

The outcomes of the HSC Hospitality mandatory focus area ‘**Working in the hospitality industry and workplace**’ require that the student:

* examines the nature of the hospitality industry
* demonstrates an understanding of working in the hospitality industry
* explains how to communicate and work effectively with others in a hospitality workplace
* applies hospitality industry and workplace standards to ensure quality work outcomes
* explores how misunderstandings and conflict may be avoided or effectively managed in a range of situations common to hospitality work environments.

The unit [BSBWOR203 Work effectively with others](https://training.gov.au/Training/Details/BSBWOR203)  describes the skills and knowledge required to work cooperatively with others and deal effectively with issues, problems and conflict.

The unit [SITHIND002 Source and use information on the hospitality industry](https://training.gov.au/Training/Details/SITHIND002)  describes the performance outcomes, skills and knowledge required to source and use current and emerging information on the hospitality industry. This includes industry structure, technology, laws and ethical issues specifically relevant to the hospitality industry. Hospitality personnel integrate this essential knowledge on a daily basis to work effectively in the industry.

Make sure you review all aspects of the HSC Focus Area as described at the end of this module.

# Key terms and concepts

You can use the following information to revise the key terms and concepts from this unit of competency. Perhaps you could:

* Copy the table into your own file, remove all the key terms, then fill in the blanks (without peeking at the original file) with your own answers.
* Copy the table into your own file and remove the definitions. Write a definition in your own words – it doesn’t have to word perfect but should show you understand the concept.
* You could add an example of this term or concept relevant to the Hospitality environment. If the key term was ‘harassment’ your Hospitality example might be
‘foul language being used by cook staff in the kitchen can be a form of harassment of other workers’.

|  |  |
| --- | --- |
| Key term or concept | and Definition |
| Acknowledge | To express appreciation or recognition to a person carrying out a task. |
| Anti-discrimination  | Legislation which prohibits treating people differently because of their race, sex, disability, sexual orientation, age etc. |
| Award | A set of minimum conditions negotiated between the industry, union and government that set terms of employment for employees that the employer must follow. |
| Banqueting | Provides a special menu honouring a particular guest or occasion. |
| Breach | Failure to follow requirements. |
| Business plan | A plan of where a business wants to go in the future, its short and long term goals and how it plans to achieve them. |
| Career pathway | An individual’s course of job progression. |
| Clear and concise language | Giving a lot of information clearly and in a few words; brief but comprehensive. |
| Clubs | Associations organised for a purpose such as the provision of social, welfare and sporting activities. Many clubs in NSW have buildings that provide for the needs of their members. |
| Code of conduct | A set of practices regarding the conduct that employees must follow while at work. |
| Code of practice | Provides detailed information on how you can achieve the standards required under relevant workplace laws. |
| Competencies | The abilities that an employee displays while completing set tasks in the course of his or her employment. |
| Conflict resolution | The process by which two or more parties reach a peaceful resolution to a dispute |
| Consultation | Consultation is a statutory requirement of most WHS legislations around the world. The aim is to gather information from all stakeholders in the organisation and allow effective participation in the establishment of meaningful WHS policies and procedures. |
| Contract | An employment contract is an agreement between an employer and employee that sets out terms and conditions of employment. A contract can be in writing or verbal. |
| Controls | Commands or restraints put in place to restrict activities that can cause injury or illness. |
| Current industry practice | Work procedures which, at present, are considered to be the most effective for performing a specific task or process. May also refer to the terms ‘industry currency’ and ‘professional obsolescence’ which relate to the capacity of an individual to continue to perform their job. |
| Deadline | The latest time or date by which something should be completed |
| Delegation | A representative group of employees who represent other employees. |
| Discussion | An informal conversation about a specific subject. |
| Duty of care | The moral or legal obligation to ensure the safety and well-being of others. |
| Duty Statement | A personnel management tool which describes the overall intent or purpose of a position, the tasks being performed by that position, the purpose for those tasks and the manner in which they are performed. |
| Emerging technologies | New technologies that are currently developing or will be developed over the next five to ten years, and which will substantially alter the business and social environment. |
| Empathise | To identify with and understand another's situation, feelings, and motives. |
| Employee responsibilities | The obligations of employees in their workplace, for example to act in a safe and ethical manner at all times and to follow organisational procedures and codes of conduct. |
| Employee rights | There are rules about what employees get at work, such as what hours they work and how often they have to have a break. These rules can be set out in different places such as an award, registered agreement or an employment contract. |
| Employer responsibilities | Obligations of those who employ others. |
| Employment conditions | A condition of employment refers to something that both the employee and employer agree to at the beginning of a worker’s employment eg duties, hours of work, salary etc. |
| Encourage | To give reassurance, stimulation, support, inspiration etc to someone either during or at the completion of a task. |
| Enterprise agreements | Legal documents setting out the rights, entitlements and obligations of employers and employees of a particular organisation or industry. |
| Environmental sustainability | The ability to maintain things or qualities that are valued in the physical environment; the study of how natural systems function, remain diverse and produce everything it needs for the ecology to remain in balance. |
| Equal Employment Opportunity (EEO) | Legislation ensuring that all applicants for a job are treated equally so that the best person is chosen. |
| Fair Work Act 2009 | The Fair Work Act 2009 is legislation which covers the rights and responsibilities of employees, employers and employees’ organisations in relation to employment. |
| Fair Work Commission | The Fair Work Commission is Australia’s national workplace relations tribunal. |
| Feedback | A response or information given during or at the completion of a task. |
| Flexible work arrangements | Flexible work arrangements can include changing hours of work, changing patterns of work, changing the place of work etc to allow employees to manage family responsibilities. |
| Food and Beverage | Provides food and beverage services. |
| Food Production | Is responsible for the purchasing, storage, preparation and cooking of food for an enterprise. |
| Gaming | Provides and manages gaming services. |
| Grievance | Conflict between an employee and employer or an employee and another employee. |
| Guidelines | Rules or principles that provide guidance for appropriate behaviour in the workplace. They may be set by individuals, enterprises, governments or societies. |
| Harassment | When a person is treated less favourably on the basis of certain personal characteristics, such as race, sex, pregnancy, marital status, breastfeeding, age, disability, sexual orientation, gender identity or intersex status |
| Hazard | Anything that has the potential to cause injury or illness. |
| Human Resources | Recruits and trains employees. |
| Indirect Discrimination | Indirect discrimination occurs when there is a rule or requirement that is the same for everyone but unfairly affects people who have one of the characteristics protected by New South Wales law |
| Industry association | Employer groups, such as Restaurant & Catering NSW (R&C NSW), Accommodation Association of Australia and ClubsNSW. exist to help employers become aware of and manage their industrial relations issues. |
| Industry sectors | The hospitality and tourism industries are divided into categories based on similar services and products provided. For example, Accommodation and Meeting and Events. |
| Job description | A document that sets out the description of the tasks to be completed by an employee in the course of his or her employment. |
| Leave form | A form completed for any absence from work |
| Listening effectively | Hearing the message being sent, making meaning of it and responding in a way that lets the sender know you truly understand |
| Maintenance | Repairs and maintains the furniture, fixtures and |
| Multi-culturalism | The presence of, or support for the presence of, several distinct cultural or ethnic groups within a society. |
| Negotiation | A discussion to enable an agreement or a compromise. |
| Open communication channels | Processes to encourage open communication between all levels of employees within a workplace. |
| Open questions | Open questions do not have a perfect answer and require a person to come up with additional details and information. |
| Operational duties | The list of specific tasks, duties and responsibilities that need to be accomplished by the employee |
| Opportunity | A chance or opening offered by circumstances. |
| Organisation chart | A diagram or ‘map’ that shows how responsibilities are organised in a business, lines of reporting etc. |
| Outsourcing | Obtain (goods or a service) by contract from a supplier outside the organisation.  |
| Paraphrasing | Expressing the meaning of (something written or spoken) using different words, especially to achieve greater clarity. |
| Personal development | Personal development covers activities that improve awareness and identity, develop talents and potential, build human capital and facilitate employability, enhance the quality of life and contribute to the realisation of dreams and aspiration. |
| Policies and procedures | Workplace policies and procedures articulate an organisation’s mission and values and set standards for employee behaviour and performance. |
| Positive Discrimination | ‘positive measures’ or ‘special measures’ aimed at fostering greater equality, by supporting groups of people who face/have faced entrenched discrimination, allowing them similar access to opportunities as others in the community.  |
| Preferred task completion method | The way that the organisation likes to have a task completed. |
| Prioritise | To rank tasks according to their importance or urgency. |
| Productivity | A link has been identified between WHS and productivity. Poor work, health and safety has been linked to lower levels of workplace productivity and performance.  |
| Quality assurance | A system to maintain standards in a business. |
| Quality requirements | Specifications of the quality of products, services, processes or environments. |
| Regulations | Detailed documents which support legislation. |
| Research skills | Ability to search for knowledge. |
| Resource use and efficiency | Maximising of the supply of money, materials, staff, and other assets that can be drawn on by a person or organisation in order to function effectively, with minimum wasted (natural) resource expenses. |
| Responsibility for work | A person is responsible for completion of workplace tasks and the successful outcome of the work. Some supervisory positions have responsibility for the work of the team. |
| Responsible Conduct of Gaming/Gambling | Training required for all employees involved in gaming. It educates staff on their responsibilities in working in a gaming environment and provides them with the knowledge of how to identify problem gamblers. |
| Risk | The likelihood of injury or illness if exposed to a hazard. |
| Sales and Marketing | Actively promotes an enterprise. |
| Security | Ensures safety and security of guests, staff and valuables. |
| Strategy | A plan of action or policy within a business organisation. |
| Supervision and accountability requirements | The policy relating to who supervises whom and who is accountable for what tasks and to whom. |
| Task management | The process of managing a task through its life cycle allowing collaboration and achievement of goals. |
| Teamwork | Teamwork involves a set of interdependent activities performed by individuals who collaborate toward a common goal. Teamwork involves shared responsibility and collaboration toward a common outcome. |
| Trade union | Organisation of employees that represent the interests of the employees in a particular industry. |
| Work ethic | A workplace philosophy where employees demonstrate reliability, willingness to learn, effective communication and the ability to get along with others. |
| Work Health and Safety | Legislation to protect the health and safety of all workers and visitors in a business. |
| Work schedules | A plan for performing work or achieving an objective by specifying the order and allotted time for each part. |
| Worker’s responsibilities | All workers are responsible for the WHS impact of their own actions. They also have a duty to make sure their work is carried out in line with WHS procedures and any applicable legislation. More specifically, workers must take reasonable care for their own health and safety. |
| Workplace relations | The interaction of the employer and employee within the enterprise. It includes recruitment, selection, training, development, employees, conflict resolution and separation (that is when employees leave the business). |

# Activities

1. The [National Employment Standards (NES)](https://www.fairwork.gov.au/employee-entitlements/national-employment-standards) detail the ten (10) minimum employment entitlements that have to be provided to all employees in Australia.
	1. Who is covered by the NHS?
	2. Make up your own table listing the [10 minimum entitlements](https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/fact-sheets/minimum-workplace-entitlements/introduction-to-the-national-employment-standards) and give a quick explanation of each. You can add rows to a table in this document by pressing ‘tab’ when in the last box of the table.

National Employment Minimum entitlements

|  |  |
| --- | --- |
| NES | Explanation |
| Maximum weekly hours of work | For full-time workers, 38 hours per week plus reasonable additional hours |

* 1. What would be considered as reasonable grounds for requesting or refusing to work on a public holiday?
	2. Define and explain what the NES says about ‘redundancy’.

1. The [**Hospitality Industry (General) Award 2020**](http://awardviewer.fwo.gov.au/award/show/MA000009) covers employers throughout Australia in the hospitality industry. Check out the following:
	1. How extensive is the ‘hospitality industry’ as described in the award (4.2)?
	2. What does the award say about the NES (Section 3)?
	3. Your employer wants to make a major change in the way technology is used in your job. What does the employer have to do first? (Section 38.1)
	4. You have been working the same rostered hours for over one year and your employer wants you to change the days you work. What consultation needs to take place? (Section 39)
	5. Breakages can happen in the hospitality industry. How does the award (Section 36) protect you from having to pay for accidental breakages?
	6. What does Section 26.6 say about ‘special clothing’?
	7. Which section of the award would you refer to if looking to check the minimum rate of pay in the industry?
2. [Research](https://www.employeemanual.com.au/awards-vs-agreements/): Are awards legally binding? Why or why not? What about industrial or enterprise agreements? What role do unions play in award agreements?
3. Protection at work can be more than just providing adequate PPE.
Explore [FairWork](https://www.fairwork.gov.au/employee-entitlements/protections-at-work) and describe your (7) protected rights at work.

1. In New South Wales, certain types of discrimination are against the law
(Anti-Discrimination Act 1977) in specific areas of public life. What is the difference between [discrimination, harassment and bullying](https://humanrights.gov.au/our-work/employers/workplace-discrimination-harassment-and-bullying)? Use the link and construct a table to remind yourself of definitions, key points and examples. Add as many rows as you need.

Discrimination, harassment and bullying

|  |  |  |
| --- | --- | --- |
| Discrimination | Harassment | Bullying  |
|  |  |  |

1. Consider ways that the hospitality industry could reduce its impact on the [environment](https://www.business.gov.au/Planning/Industry-information/Retail-and-wholesale-trade-industry). Provide examples of measures you have seen implemented in the sector. Add as many rows as you need (press ‘tab’ when in the last box of the table).

Ways to reduce the impact of hospitality on the environment

|  |  |
| --- | --- |
| Issue | Reducing the impact on the environment |
|  |  |
|  |  |

1. Match the two halves of each sentence. Draw a line between the correct match or rewrite (or copy and paste) the corrected sentences, in full, below the table.

|  |  |
| --- | --- |
| Match the sentence parts |  |
| Your employer can require you to work reasonable additional hours  | in a manner that is ‘harsh, unjust or unreasonable’. |
| Your employer must consider a request for flexible working arrangements  | is secured by new federal laws |
| Employees are entitled to 12 months unpaid parental (or adoption) leave  | to work a public holiday. |
| You are entitled to Notice of termination  | and can only refuse on reasonable business grounds. |
| Existing long service leave  | and must leave employees better off overall than they would be if the award applied.   |
| You have the right to reasonably refuse  | but you have the right to refuse unreasonable hours |
| An enterprise agreement must be genuinely agreed to by the majority of employees at the workplace,  | and redundancy pay  |
| Your employer should not dismiss you  | for each parent after the birth (or adoption) of a child |

1. Equal Employment Opportunity and Diversity in the workplace means that you employ people from a wide range of backgrounds in your enterprise. According to [the Department of Business](https://www.business.gov.au/people/hiring/equal-opportunity-and-diversity):
	1. Why is diversity good for business?
	2. On what grounds is it unlawful to disadvantage employees and job seekers?
	3. Business.gov.au identifies groups which can easily be excluded in the workplace on the [Equal opportunity and diversity](https://business.gov.au/people/hiring/equal-opportunity-and-diversity) page. Scroll down and identify these groups and provide one example (for each) of how to make your workplace more inclusive.
2. The Australian Government Fair Work Ombudsman has produced a ‘[Best Practice Guide to Effective dispute resolution’](https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/best-practice-guides/effective-dispute-resolution). Answer the following from this guide:
	1. Why work at ‘best practice’? (p1)
	2. What is dispute resolution? (p2)
	3. How can dispute resolution occur? (p2)
	4. What are the features of a good dispute resolution process? (p3)
3. List the [different types of employment](https://www.fairwork.gov.au/employee-entitlements/types-of-employees) in Australia with a short explanation of each.

1. Summarise the [importance of Feedback in the Workplace](https://hrcentral.com.au/blog/feedback/)
2. Summarise the characteristics of a good team and a good team member.
The [information here](http://www.innovativeteambuilding.co.uk/characteristics-of-a-good-team-and-team-member/) is useful.
3. You are in your first year of working in a hospitality job. Your boss has just given you a set of instructions.
	1. Assuming the instructions are in a written document, what would you do to make sure you had understood them correctly?
	2. If the instructions had been given to you verbally, what could you do to make sure you had understood them correctly?
	3. If you were carrying out a task using a set of written instructions, and you thought that some steps were missing, where could you find the missing information?
4. List TWO examples of each of the following methods of communication used when working in hospitality.

Examples of communication in hospitality

|  |  |  |  |
| --- | --- | --- | --- |
|  | Verbal communication | Non-verbal communication | Written communication |
| Example 1 |  |  |  |
| Example 2 |  |  |  |

1. Fill in the blanks, using the words provided.

|  |  |  |  |
| --- | --- | --- | --- |
| Use these words |  |  |  |
| conflicts | official | alcohol | ethical |
| confidential | document | treatment | work |
| workplace | disciplinary | email | dress |

According to Workplacelaw.com.au [a Code of Conduct](https://www.workplacelaw.com.au/what-is-a-workplace-code-of-conduct/) is essentially
a ( ) that establishes behavioural and ( ) standards for employees in a particular ( ) and confirms the business’ ( ) position on a range of issues.

For example, a Code of Conduct might have policies on:

* Employee (including management) ( ) of other employees and the business’ clients
* Business ethics and ( ) of interest
* Drug and ( ) use
* Internet and ( ) use
* ( ) information
* Quality of ( )
* ( ) codes; and
* Health and safety.

A Code of Conduct should also outline that breaches of the Code may result in
( ) action.

1. There are a range of common causes of miscommunication. Provide suggestions and examples of how to improve **effective communication** specifically in a hospitality workplace.
2. Provide a workplace scenario which shows how the following can be used well or poorly.

Workplace scenarios

|  |  |  |  |
| --- | --- | --- | --- |
|  | Verbal communication | Non-verbal communication | Written communication |
| Used well in the workplace |  |  |  |
| Used poorly in the workplace |  |  |  |

1. Rewrite the following instruction in a logical and simple order.
* Ask the manager for the list
* After our morning tea break
* Bring it back here
* Go to the office
1. In the table below, mark whether each characteristic best describes the team leader, a member of a team, or both.

|  |  |  |
| --- | --- | --- |
| Characteristic | Teamleader | Teammember |
| Makes decisions |  |  |
| Solves problems affecting team progress |  |  |
| Positive attitude |  |  |
| Keeps the team focused |  |  |
| Allocates responsibilities |  |  |
| Gives feedback on progress |  |  |
| Conducts team meetings |  |  |
| Able to organise own work schedule in order to complete tasks on time |  |  |
| Good at motivating others |  |  |
| Motivated to work |  |  |
| Co-operative |  |  |
| Flexible |  |  |

1. There are two new employees on the worksite. What strategies would you use to ensure that you’ve been understood by each of them?

Strategies for clear communication

|  |  |
| --- | --- |
| New employee is: | Strategies for clear communication |
| An 18 year-old woman who studied Hospitality at school |  |
| A mature aged man whose first language is not English. |  |

1. Work processes review
2. Describe a job you’ve undertaken, perhaps as a class activity or perhaps on work placement. The job must involve a team of workers.
3. List the ‘teams’ you observed on site and describe at least two tasks they completed.
4. List your own work activities and deadlines.
5. Describe how you prioritised your tasks.
6. Describe any guidelines or specifications your supervisor gave you about safety, quality and/or environmental standards expected on the site.
7. List the PPE or specific equipment you were required to wear or use.
8. Describe a task you undertook helping a team member.
9. Describe at least three ways the team communicated with each other.
10. Describe at least one difficulty you experienced in completing your task and how you overcame the difficulty.
11. Provide two suggestions on how to improve the way the team worked to complete the task.
12. [Hospitality Training Group](https://www.hgtwa.com.au/)  provides information about a range of careers in Hospitality. Read the [Fact Sheet ‘Recipe for Success’](https://www.hgtwa.com.au/sites/hgtwacomau/assets/public/File/Jobseeker%20Fact%20Sheet.pdf) and research the following:
13. Why does this employer group prefer candidates to have prior workplace learning or work experience in hospitality?
14. ‘Positive attitudes’ are listed as something successful candidates need to have. List at least five.
15. Why is ‘customer service’ so important to the success of the hospitality industry?
16. Elsewhere on the website it talks about having a ‘good work ethic’. What part-time work, work experience or volunteer work could you use as an example of your own ‘good work ethic’. What have you learned from these experiences which sets you up for future work?
17. Indicate if each of the following statement is True or False.

|  |  |  |
| --- | --- | --- |
| Statement | True? | False? |
| Evaluating your performance is a time management strategy |  |  |
| Undertaking extra tasks is a way of supporting a team member |  |  |
| A team could include two people |  |  |
| Allocating tasks is usually completed before determining group goals |  |  |
| It is the responsibility of each group member to organise his or her own work schedule |  |  |

1. Match the following words to the correct definition in the table below.

|  |  |  |
| --- | --- | --- |
| Use these words |  |  |
| code of conduct | strategy | acknowledge |
| negotiation | delegation | competencies |
| duty of care | goals and objectives | negligence |
| quality assurance | equity | principles |
| negotiation | prioritise | timeframe |
| mentor | deadline | work schedule |

|  |  |
| --- | --- |
| Fill in the term or concept |  |
|  | The notion of fairness. |
|  | A system to maintain standards in a business. |
|  | Acting carelessly, failing to consider the consequences of actions. |
|  | Moral or legal obligation to ensure safety. |
|  | Where a business plans to be in the future and what it needs to do to get there. |
|  | A person experienced in a particular job who can give trusted advice. |
|  | To rank in order of importance. |
|  | The time by which a particular task must be finished. |
|  | Conferring with others to reach an agreement or a compromise in times of dispute. |
|  | A list of tasks that need to be completed and the timeframe for each |
|  | Specified periods of time within which tasks should be completed |
|  | A plan of action or policy within a business organisation |
|  | A group of employees who represent all employees. |
|  | A set of rules regarding the conduct that employees must follow while at work. |
|  | To express appreciation or recognition of the success or failure of a person carrying out a task. |
|  | A discussion between at least two employees to enable an agreement or a compromise |
|  | A plan of action or policy within a business organisation |
|  | The abilities that an employee displays while completing set tasks in the course of his or her employment. |

1. **Multiple choice -** select the correct answer for the following questions.
2. Chris is interested in a career in hospitality. Which skill will best help Chris research the hospitality industry?
	1. Questioning techniques
	2. The ability to conduct surveys
	3. Teamwork
	4. Data entry skills
3. Which of the following best describes the objective of the Trade Practices Act (CTH 1974) legislation?
	1. To enforce Enterprise and Workplace agreements
	2. To protect the rights of the consumer
	3. To protect the rights of the employee
	4. To ensure equal opportunities in the workplace
4. Which of the following is a sector of the hospitality industry?
	1. Front office
	2. Food production
	3. Human resources
	4. Accommodation
5. Which organisation best protects the rights of employees in the hospitality industry?
	1. Restaurant and Catering Association of NSW
	2. Australian Hotels Association
	3. ClubsNSW
	4. Liquor, Hospitality and Miscellaneous Workers Union
6. What are three personal attributes that need to be demonstrated when working in hospitality?
	1. Cooking skills, attitude, honesty
	2. Computer skills, consistency of service, punctuality
	3. Punctuality, honesty, attention to detail
	4. Personal presentation, fine motor skills, physical fitness
7. Which of the following is the responsibility of an individual member of a workgroup?
	1. To make sure that all resources required are available
	2. To keep everyone focused on the overall goal
	3. To follow the organisation’s policies and procedures
	4. To ensure that all goals are achieved on time

1. Which of the following would be the most important factor that a team leader would take into account when allocating tasks among team members?
	1. How long someone has worked for the organisation
	2. The level of skill and experience each team member has
	3. How much other work an employee is responsible for
	4. Whether a particular person is a good friend or not

1. Which of the following teams would be responsible for the preparation and mailing of invoices?
	1. Management team
	2. Customer service group
	3. Administrative support team
	4. Financial management team
2. A group member is away sick and you have been asked to take over their duties. Which of the following terms best describes this situation?
	1. Flexibility
	2. Trust
	3. Commitment
	4. Feedback

1. Which of the following situations is an example of providing support for a colleague?
	1. Giving encouragement
	2. Negotiating your tasks
	3. Doing a performance appraisal
	4. Attending a study program
2. What is a major role of the front office in a hospitality enterprise?
	1. Reservations
	2. Marketing
	3. Training staff
	4. Security
3. Which position is higher on a career pathway in the food production department?
	1. Sous chef
	2. Maître d’
	3. Food and beverage steward
	4. Chef de partie
4. In the absence of an Australian Workplace Agreement (AWA) which of the following documents legally binds employers to provide certain minimum conditions for their employees?
	1. Enterprise agreement
	2. Contract of employment
	3. Industry awards
	4. Workplace agreement
5. Which sector of the hospitality industry does a fast food outlet located in a theme park belong?
	1. Accommodation
	2. Food and beverage
	3. Entertainment and recreation
	4. Travel and tours
6. Which of the following best describes the area covered by Equal Employment Opportunity legislation?
	1. Equal opportunities for women
	2. Equal opportunities for people from non-English speaking backgrounds
	3. Equal opportunities for men
	4. Equal opportunities for all workers
7. **Case study 1**

Read the following information. Imagine it can be found on the website of this (fictitious) hospitality organisation, under the heading ‘Employment Opportunities’. Then answer the following questions.

Employment Opportunities.

The Promise Group is one of Australia’s largest organisations. We operate 10 licensed clubs across NSW, providing entertainment and recreation, gaming, meeting and events and, of course, food and beverage services to our members.

We offer a wide range of employment and career opportunities in key departments, including food production, food and beverage, gaming, front office, housekeeping and security. The progression of your career with the Promise Group depends on you. Many of our current managers began their careers in our organisation, as did many who have since moved on to other areas of the hospitality industry.

In our industry, there is only ever one reason behind success - and that is having a team that is committed to our members and guests. Therefore, we are looking for people who have a passion to succeed in whatever they do, who get a real buzz from providing great customer service; and who thrive in a team environment.

Being in the hospitality industry means you are usually required to work when everyone else is playing! Therefore, we need you to be available to work on a rotating roster that will include weekend and evening shifts. We also look for personal attributes that make you deliver quality service to our members.

Employees are offered pay and conditions in line with the Club Employees (NSW state) award or an Australian Workplace Agreement (AWA), depending on the role. We are an Equal Employment Opportunity (EEO) organisation.

If you want to be considered for a position involving the service of alcohol in an area that also has gaming facilities you will be required to be trained in the RSA and RCG.

Send your resume to our PO address, marked to the attention of the Human Resource Department. Following the Federal government legislation, all personal information will be kept confidential and your details will not be passed onto third parties outside our organisation without your consent.

**Questions for Case Study 1**

* 1. Identify three hospitality industry sectors within the Promise Group enterprise.
	2. Name the legislation that allows this organisation to sell alcohol.
	3. Predict one entry-level position that may be available for a prospective employee in each of the following key departments in this enterprise: Food production, Food and beverage, Gaming.
	4. What do the following acronyms stand for: EEO, RSA, and RCG?
	5. Explain the difference between an award and an AWA.
	6. Identify the personal attributes that employers expect hospitality staff to have.
	7. Identify the legislation that ensures that personal details of club members and of applicants are kept confidential by the enterprise.
1. **Case study 2**

Read the information from Hospitality Magazine ‘[Operator fined $200k in racial discrimination case](https://www.hospitalitymagazine.com.au/tasmanian-operator-fined-200k-in-racial-discrimination-case/)’ 28 May 2018, and answer the following:

* 1. How were the Malaysian workers treated differently?
	2. Why did the employer treat them this way?
	3. Why was this situation brought to the attention of the Fair Work Ombudsman?
	4. The owner of the company was penalised $35,099 in the Federal Circuit Court because of his personal involvement. The company was penalised a further $176,005. How could this have been avoided?
	5. Write a 50 word summary of this case which might be a useful example in an HSC examination question.
1. **Case study 3**

**Read the following information and answer the questions which follow.**

The TRS International Hotel provides accommodation, dining, and function and meeting facilities. The organisation has designed and implemented an Environmental Policy.

The hotel regularly conducts audits to assess how the hotel can reduce the amount of water it uses and energy emissions and waste it produces. By applying more environmentally friendly practices the hotel has not only contributed more positively to the environment but they are saving money and have gained a positive reputation with the public and the hotel industry. For example, a water audit saw the hotel reduce the water flow from taps, saving water and reducing the hotel’s water bills. The hotel has found that saving water, energy and waste did not affect the quality of service provided by the hotel.

Other environmental practices that have been implemented include:

* Office paper is reused wherever possible and then collected for recycling.
* Cardboard is compacted into bales and recycled.
* Glass and plastic are separated from general rubbish for recycling.
* Old towels are recycled as rags.
* Newspapers are collected by staff to use as garden mulch.
* Shredded paper is given to pet shops.
* Waste kitchen oil is collected and recycled by a local organisation.
* Unused soap is retained and collected on a monthly basis by an organic farmer. The soap is treated and used on crops as an insecticide.
* All guest rooms have been fitted with water efficient taps.
* Procedures are in place for lighting and air conditioning in unused public areas to be turned off unless required.
* Old bed linen, blankets and furniture are given to the Salvation Army.

Many of these practices were suggested at meetings conducted by the Environmental Committee within the hotel. This committee includes representatives from each department, who meet regularly to discuss environmental issues that affect the hotel. Each staff member receives a copy of the minutes of the meeting.

Staff members are also kept informed of changes in practices through memos sent to their work email address and at staff meetings. The hotel sees that it is the duty of care of the employees to implement the practices.

**Questions for Case Study 3**

* 1. What are the benefits of implementing an environmental policy for a hospitality enterprise?
	2. List five environmental practices that may be implemented by hospitality enterprises.
	3. How are staff members informed of current hotel practices at TRS International?

# Putting the theory into practice

The following questions are from [past years’ NSW HSC examination papers](https://educationstandards.nsw.edu.au/wps/portal/nesa/11-12/resources/hsc-exam-papers) for this subject. HSC exams are intended to be rigorous and to challenge students of all abilities. To better understand a question, you should look for key words and identify the aspect of the course to which these relate. You are then in a position to formulate your answer from relevant knowledge, understanding and skills.

There are separate examination papers for ‘Kitchen Operations and Cookery’ and ‘Food and Beverage’. The mandatory focus area content is the same for each course of study.

All questions in ‘Putting the theory into practice’ are acknowledged © [2019 NSW Education Standards Authority (NESA) for and on behalf of the Crown in right of the State of New South Wales.](https://educationstandards.nsw.edu.au/wps/portal/nesa/mini-footer/copyright)

## Multiple Choice

1. Taylor has been employed to work twelve hours per week for a six-month period at a fixed hourly rate.

What type of employment is this?
	1. Casual
	2. Contract
	3. Full-time
	4. Part-time
2. A restaurant manager interviews a number of experienced candidates for a front of house position, then employs an inexperienced relative for the position.

What is this an example of?
	1. Human cost
	2. Conflict of interest
	3. Ethical work practice
	4. Cultural misunderstanding
3. How does the Fair Work system support employees in the hospitality industry?
	1. It ensures privacy at work.
	2. It sets the national minimum wage.
	3. It protects against workplace injury.
	4. It coordinates return-to-work programs.
4. A chef who is vegetarian refuses to handle meat.

Which of the following is the most likely reason for the chef’s refusal?

* 1. Personal values
	2. Safety concerns
	3. Hygiene concerns
	4. Industry regulations
1. What does the award rate of pay ensure?
	1. Employees work at maximum productivity.
	2. All employee mandatory training is up to date.
	3. Employees are paid the correct minimum wage.
	4. Employees are provided with promotion opportunities.
2. A waiter asks a customer, ‘Would you like to hear our specials?’.
What type of questioning technique is the waiter using?
	1. Closed
	2. Open
	3. Reflective
	4. Rhetorical
3. Sam has applied for a position as a waiter at a local licensed venue.
What mandatory training must Sam complete before commencing his first shift?
	1. Security procedures
	2. Safe food handling procedures
	3. Responsible service of alcohol
	4. Anti-discrimination procedures

## Questions from Section II

These questions should be answered in the suggested number of lines (handwritten in the exam) as it gives a guide to the length of your response.

Plan out your answer and key points before you commence writing.

You may need to bring together knowledge from several areas of study/competencies to do justice to the answer.

Question 1

Describe the knowledge and skills required for a specific job role within the hospitality industry.

Specific job role:

Question 2

* 1. Describe the rights and responsibilities of employees in relation to anti-discrimination legislation. (4 marks)

* 1. In what ways can employers support the rights of employees in relation to anti‑discrimination in the workplace. (3 marks)

Question 3

* 1. Why are rostered tasks important in a hospitality workplace? (2 marks)

* 1. Explain how workplace policies and procedures can support the principles of equal employment opportunity (EEO) legislation. (8 marks)

Question 4

Outline the importance of a Responsible Conduct of Gaming/Gambling (RCG) qualification. (3 marks)

Question 5

* 1. Explain how a hospitality establishment could benefit from participating in industry accreditation schemes. Use workplace examples in your response. (4 marks)

## Questions from Section III

You will note that questions often require you to bring together knowledge from several areas of study/competencies to do justice to the answer. You should allow about 25 minutes for the question in Section III. Map out your answer using post-it notes or a sheet of paper before you start.

There will be one question in Section III, usually made up of several parts totalling 15 marks. This question may be contextualised to the course of study. Compare the following then answer the appropriate question for your course of study.

**Example Question 1 (from Hospitality Food and Beverage exam paper)**

Answer part (a) of the question in a writing booklet.

* 1. Describe the effects of a current trend on the hospitality industry (5 marks)

Answer part (b) of the question in a SEPARATE writing booklet.

* 1. Justify the importance of using environmentally-friendly products and work practices when operating a coffee van at a local market. (10 marks)

**Example Question 2 (from Hospitality Kitchen Operations and Cookery exam paper)**

Answer part (a) of the question in a writing booklet.

* 1. Describe the effects of a current trend on the hospitality industry (5 marks)

Answer part (b) of the question in a SEPARATE writing booklet.

* 1. Justify the importance of using environmentally-friendly products and work practices when operating a food stall at a local market. (10 marks)

## Questions from Section IV

In the HSC –

* there will be one structured extended response question (15 marks)
* the question will have an expected length of response of around four pages of an examination writing booklet (approximately 600 words)

Your answer will provide you with the opportunity to:

* demonstrate knowledge and understanding relevant to the question
* communicate ideas and information using relevant workplace examples and industry terminology
* present a logical and cohesive response

You will note that these questions usually require you to bring together knowledge from several areas of study/competencies to do justice to the answer. You should allow about 25-30 minutes for a question in Section III and the same for Section IV of the exam.

**Question 1 (15 marks)**

Food and Beverage, Food Production/Kitchen and Human Resources are three department that operate within a large hospitality establishment.

Explain the primary role of each of these departments and how their interrelationships can ensure quality customer service.

**Question 2 (15 marks)**

The department structure of a hospitality establishment is shown.



Explain both the legal and ethical obligations of workers in THREE of the departments in this establishment.

# HSC Focus Areas

The HSC Content for this industry curriculum framework is organised into focus areas. Each focus area prescribes the scope of learning for the HSC. This is drawn from the associated units of competency.

Students undertaking the 240 indicative hour course from the Hospitality Curriculum Framework must address **all** the **mandatory focus areas plus one stream focus area**.

The Hospitality Curriculum Framework **mandatory** focus areas are:

* Hygiene
* Safety
* Working in the hospitality industry and workplace.

The Hospitality Curriculum Framework **stream** focus areas are:

* Food and Beverage
* Kitchen Operations and Cookery.

The scope of learning describes the breadth and depth of the HSC Content, the minimum content that must be addressed, and the underpinning knowledge drawn from the associated unit(s) of competency.

The units of competency associated with the mandatory focus area ‘Working in the hospitality industry and workplace’ in Hospitality are

[BSBWOR203 Work effectively with others](https://training.gov.au/Training/Details/BSBWOR203)  AND

[SITHIND002 Source and use information on the hospitality industry](https://training.gov.au/Training/Details/SITHIND002)

**How to use the scope of learning for ‘Working in the hospitality industry and workplace’**

* draw up your own mind map showing the connection between the various concepts listed; examples appear on the last page of this module
* use the key terms and concepts to add to your mind map
* add examples or case study prompts to show how the concept is applied in the Hospitality working environment

The following information is taken directly from page 35 ff ‘[Hospitality Curriculum Framework Stage 6 Syllabus for implementation from 20](https://educationstandards.nsw.edu.au/wps/wcm/connect/3780c279-9e7f-45d1-a498-94e425e860c4/vet-hospitality-11-12-syllabus-based-on-sitv12-2018-1.2.pdf?MOD=AJPERES&CVID=)19’ © [2019 NSW Education Standards Authority (NESA) for and on behalf of the Crown in right of the State of New South Wales.](https://educationstandards.nsw.edu.au/wps/portal/nesa/mini-footer/copyright)

|  |
| --- |
| **information on the industry**  |
| * basic research skills in order to obtain and use information:
* identifying and accessing relevant information
* questioning techniques to obtain information
* validating information
* interpreting and using information
* sorting, summarising and presenting information
 |
| * sources of information that can be used when gathering current and emerging information on the hospitality industry:
* colleagues and manager/supervisor/team leader
* experienced industry personnel
* industry bodies and professional associations
* internet
* journals
* libraries
* networks
* personal observations and experience
* suppliers
* training courses
* unions
* workplace documents and manuals
 |
| * opportunities to source and use a range of current and emerging information on the hospitality industry:
* utilise online information systems and other information and communications technologies
* integrate into daily work activities and operational duties
* share researched information with colleagues
 |
| **nature of the industry**  |
| * general features of the hospitality industry
 |
| * general nature of allied and related industries and their relationship to the hospitality industry:
* entertainment
* food manufacture/production
* meetings, incentives, conferences and events (MICE)
* recreation
* retail
* tourism and travel
* wine production
 |
| * sectors within the hospitality industry, including:
* accommodation
* casinos
* clubs
* hotels
* restaurants, cafes and catering
* holiday parks and resorts
 |
| **nature of the industry cont/d** |
| * for sectors within the hospitality industry:
* primary role/function(s)
* service(s) provided
* examples of businesses
* interrelationship between sectors
 |
| * departments/sections/work areas in a hospitality establishment:
* accounts and finance
* food and beverage
* food production/kitchen
* front office
* housekeeping
* human resources
* gaming
* maintenance
* sales and marketing
* security
 |
| * for departments/sections/work areas in a hospitality establishment:
* primary role/function(s)
* product(s) and/or service(s) provided
* occupational areas
 |
| * interrelationship between departments/sections/work areas and effect on an individual’s work and customer outcomes
 |
| * primary role and duties performed by key personnel across hospitality departments/ sections/work areas
 |
| * customer service:
* characteristics
* industry approaches to service delivery:
	+ - underpinning principles
		- how work is organised and undertaken
		- strategies for establishing quality service
 |
| * features of current and in-trend products and services relevant to a range of hospitality job roles
 |
| * current issues and trends affecting the hospitality industry and implications for a hospitality workplace, own work practices and delivery of service
 |
| * economic and social significance of the hospitality industry
 |
| **working in the industry**  |
| * the difference between legal and ethical
 |
| * legal and ethical issues affecting the hospitality industry
 |
| * legal and ethical obligations of the hospitality worker
 |
| **working in the industry cont/d** |
| * purpose and intent of legislative requirements relevant to the hospitality industry and a particular sector/department, including:
* *Food Act 2003* (NSW) (as amended)
* *Food Regulation 2015* (NSW) (as amended)
* Food Safety Standards (Australia only) – Australia New Zealand Food Standards Code
* Responsible Service of Alcohol
* Responsible Conduct of Gaming/Gambling
* local council regulations
* local community protection including land ownership and access requirements
* Australian Consumer Law
* Fair Work system
* *Privacy Act 1988* (Cth) (as amended)
 |
| * application of legislative requirements to a hospitality workplace and job role
 |
| * meaning of quality assurance and an overview of the role of employees
 |
| * industry accreditation schemes:
* purpose
* examples
* requirements
* responsibilities of the participant
* business benefits of participation
 |
| * purpose of occupational licensing and examples of licensing for the hospitality industry and their requirements
 |
| * workplace policy, guidelines and procedures related to compliance when working in the hospitality industry
 |
| * consequences of failure to observe (non-compliance) legislative requirements, quality assurance processes and workplace policy, guidelines and procedures
 |
| * connection between quality assurance, work practices and customer service
 |
| **employment** |
| * career pathways across the hospitality industry and the knowledge and skills required for different job roles
 |
| * types of employment in the hospitality industry:
* full-time
* part-time
* casual
* contract
 |
| * the difference between an award, agreement and contract and how they apply to workers in the hospitality industry
 |
| * investigate the employment terms and conditions for a hospitality job role
 |
| **employment cont/d** |
| * working knowledge of employer and employee rights and responsibilities in relation to employment
 |
| * purpose and value of a code of conduct for the hospitality industry and worker
 |
| * equal employment opportunity (EEO):
* principles
* intent of EEO legislation
* reciprocal rights and responsibilities of employers and employees
* workplace policy and procedures relating to EEO
 |
| * primary role/function(s) of a range of key cross-industry and sector-specific industry bodies for both employers and employees:
* employer groups
* professional associations
* employee groups
* unions
 |
| **anti-discrimination**  |
| * bullying and harassment in the workplace:
* indirect
* direct
* types:
	+ - verbal
		- physical
		- psychological
		- sexual
 |
| * principles of anti-discrimination
 |
| * intent of anti-discrimination legislation
 |
| * rights and responsibilities of employers and employees in relation to anti-discrimination
 |
| * workplace policy and procedures relating to anti-discrimination
 |
| * strategies to eliminate bias and harassment in the workplace
 |
| * consequences, including legal ramifications, of discriminatory workplace behaviour
 |
| * recourse available to individuals in the event of inappropriate workplace behaviour
 |
| **hospitality worker** |
| * hospitality worker:
* personal attributes and work ethic valued by the hospitality industry
* interpersonal skills beneficial to an individual working in a hospitality workplace
* importance of personal presentation and standards for a hospitality workplace and job role
* behaviour to support a safe and sustainable hospitality work environment
 |
| **hospitality worker cont/d** |
| * how personal values, opinions and ethics can affect everyday work
 |
| * duties and responsibilities:
* for a job role within the hospitality industry
* relationship between an individual worker and the team/work group
* differences between individual and workplace goals and plans
 |
| * industry currency:
* importance of maintaining currency
* individual and workplace strategies to maintain currency, including training and professional development
 |
| * feedback:
* value of feedback to an individual worker, the workplace and the industry
* types of feedback:
	+ - personal reflection
		- formal and informal
		- direct and indirect
* strategies for obtaining and interpreting feedback from supervisor(s), colleagues and customers
* dealing with positive feedback and negative feedback
* responsibility of a worker to use personal reflection, seek and provide feedback and improve
 |
| **work practices** |
| * an understanding that work practices and experiences differ between workplaces
 |
| * how work practices are implemented and maintained in accordance with industry standards and workplace policy and procedures
 |
| * the value of work standards
 |
| * work standards for the hospitality industry, and specific to a hospitality workplace and job role
 |
| * implications of non-adherence to work standards
 |
| * effect of poor work practices on colleagues, customers, the workplace and the industry
 |
| * tasks typical to a hospitality workplace (routine, rostered and non-routine)
 |
| * access and use a range of sources containing information relating to work responsibilities (work instructions)
 |
| * strategies for understanding and clarifying work instructions
 |
| * a range of opportunities to read, interpret and follow instructions for a range of work tasks of varying degrees of difficulty
 |
| **work practices cont/d** |
| * time and task management:
* principles
* techniques
* prioritising
* constraints
 |
| * planning, organising and preparation for a range of tasks/activities applicable to daily work routines in a hospitality workplace
 |
| * application of time-management techniques to work tasks/activities in a hospitality workplace
 |
| * concept of sustainability in the workplace and environmentally sustainable work practice
 |
| * current environmental issues affecting the hospitality industry
 |
| * strategies to work in an environmentally sustainable manner in a hospitality workplace
 |
| * quality improvement in hospitality:
* role of employees in improving skills and productivity
* connection between evaluating work performance and improving work practices
* strategies to improve work practices and customer outcomes
 |
| * recording and reporting in the hospitality industry:
* workplace policy and procedures applying to record-keeping and reporting
* legislative requirements for confidentiality and privacy
* lines of communication and reporting typical of a hospitality workplace
 |
| **technology**  |
| * current and emerging technologies in the hospitality industry and workplace
 |
| * effect of current and emerging technology on operational duties and service delivery
 |
| * role of current and emerging technology in development of new and improved work practices
 |
| * selection and use of technology appropriate to day-to-day work activities and work tasks in the hospitality industry
 |
| **working with others** |
| * importance of developing collegial work relationships
 |
| * communication in the workplace with colleagues and customers:
* communication process/cycle
* workplace examples of types of communication:
	+ - verbal
		- non-verbal
		- written
 |
| **working with others cont/d** |
| * a range of effective verbal, non-verbal and written communication
* effective questioning and listening techniques
* barriers to effective communication and strategies to overcome them communication methods/equipment used in the hospitality industry:
	+ - general features
		- benefits
		- selection
		- use
 |
| * workplace protocols in relation to working with others
 |
| * importance of teamwork when working in the hospitality workplace:
* meaning of ‘team’ and ‘teamwork’
* characteristics of effective teamwork
* benefits of teamwork to the hospitality workplace
* examples of teams or work groups in a hospitality workplace and their area(s) of responsibility
 |
| * supporting others to achieve team/work group goals and tasks
 |
| * delivering quality work outcomes through teamwork and work groups
 |
| **cultural diversity**  |
| * concepts of cultural diversity, cultural awareness and inclusiveness
 |
| * workplace diversity:
* benefits
* need for tolerance in the workplace
* importance of respect and sensitivity
* proactive strategies for promoting workplace diversity and accommodating individual differences
* culturally appropriate work practices
* effective cross-cultural communication skills
 |
| **misunderstandings and conflict**  |
| * the difference between being passive, aggressive and assertive
 |
| * causes of misunderstandings and conflict when working with others and in the delivery of service
 |
| * the extent to which conflict can be a positive or negative experience
 |
| * conflict management:
* conflict-resolution techniques
* different approaches to conflict management, including problem-solving, negotiation and mediation
* workplace policy and procedures regarding management of conflict
 |
| **misunderstandings and conflict cont/d** |
| * identify own response to misunderstandings and conflict and evaluate personal approach to management and resolution of conflict
 |
| * identify when it is appropriate to seek assistance when misunderstandings or conflict arise and whose assistance should be sought when conflict escalates
 |

Creating a mind map is a great way to organise your knowledge and understanding of the content of a topic.

You could use software such as a hierarchy chart, download ‘MindNode’ or similar or use a large sheet of paper (or several A4 sheets taped together)!

It is important to try to include all the detail you can, so add definitions, case studies or examples to prompt your memory. Include the information downloaded from the [unit of competency](#competency) and also from the [Scope of Learning](#Scope) and [Key Terms and Concepts](#terms).

Example of mind map being developed

