

Unit Title	Leisure and Entertainment Operations
Level	5
Reference No. (<i>showing level</i>)	(UEL_5_LEO)
Credit Value	20 Credits
Student Study Hours	Contact: 36 Self managed Study 164
Pre-requisite learning	na
Co-requisites	na
Excluded combinations	na
Unit co-ordinator	Duncan Tyler
Faculty/Department	AHS/DUELS
Short Description	The unit looks at the regulatory environment in which the commercial leisure industry works. In particular, it addresses the laws and regulations affecting the gambling, drinking and entertainment industries and the market and consumer dynamics that drive innovation in these sectors. It also considers the issues faced by managers in these industries including staffing, customer motivation, creating experiences, and investments and commercial imperatives.
Aims	The Aims of the unit are to: <ul style="list-style-type: none"> • To analyse the dynamics of the commercial leisure industry, its markets and the nature of the consumer experience; • To understand the regulatory framework in which the industry must be managed; • To understand how companies and managers react to the drivers of change; • Understand the main management issues faced by those working in the industry.
Learning Outcomes	<p>At the end of the unit students should be able to:</p> <p>Knowledge and understanding</p> <ul style="list-style-type: none"> • Describe the diverse functions of commercial leisure in the modern economy • Explain why consumers demand a variety of experiences from their leisure products and how this has led to the state of the commercial industry today • Understand the regulations that govern the sector • Explore management issues arising from the activities and commercial pressure within the industry <p>Intellectual Skills</p> <ul style="list-style-type: none"> • Assess and evaluate alternative business models and comment on the advantages and disadvantages of each

	<ul style="list-style-type: none"> Isolate and assess the significance of variables causing changes in the business environment and company strategies Evaluate business environments and company strategies and tactics using theoretical models and to critically evaluate these in the light of industry practice <p>Practical skills.</p> <ul style="list-style-type: none"> Analyse the qualities necessary for the effective management of this sector and identify potential problems Be able to identify business opportunities Be able to analyse the business environment <p>Transferrable skills</p> <ul style="list-style-type: none"> Communication IT Skills Research skills
Employability	The leisure industry is short of qualified managers that can analyse a company's development opportunities and effectively manage operations. The unit should equip students with the ability to further develop skills in these areas
Teaching and learning pattern	<p>The unit will have a one hour lecture followed by a two hour seminar analysing case studies, regulations, industry reports and articles in trade magazines. There will also be a series of local field trip visits to commercial leisure operations within London to get direct input from managers regarding their jobs and issues they face.</p> <p>The unit is taught in a concentrated block to allow students to go on their Employment and Practice placement 2</p>
Indicative content	<ul style="list-style-type: none"> Definitions of the sector and its sub-sectors Issues faced in the past 10 years, the response and the future dynamics of the sector The regulatory framework Ethics in the industry Key management issues and responses (managing the work force, motivation and employee relations, contracts, structures and functions) Programming, and experience creation Drivers of change – societal, technological, financial, influences from overseas
Assessment <i>Elements &</i>	A report analysing and contrasting the management issues faced by a variety of different commercial leisure operations

<i>weightings</i>	<p>in and around London (100%) 2,500 words</p> <p>Last Week of Teaching</p>
<p>Indicative Sources (<i>Reading lists</i>)</p>	<p>Core Reading</p> <p>Johnston, R And Clark, G (2008) Service Operations Management. Harlow Pearson</p> <p>Moss, S (2009) The Entertainment Industry. Wallingford. Cabi Publishing</p> <p>Sayre, S (2007) Entertainment Marketing and Communications. Harlow. Pearson</p> <p>Sayre, S and King, C (2010) Entertainment and Society. London Routledge</p> <p>Optional reading</p> <p>Hughes, H. (2000) <i>Arts, entertainment and tourism</i>. Oxford, Butterworth-Heinemann</p> <p>Robinson, L (2003) Managing public sport and leisure services. London Routledge</p>