



**London  
South Bank  
University**

EST 1892

# **Hospitality Operations**

## **UEL\_5\_HSO**

### **School of Law and Social Sciences**

# **become what you want to be**

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## 1. MODULE DETAILS

<b>Module Title:</b>	Fundamentals of Hospitality
<b>Module Level:</b>	V
<b>Module Reference Number:</b>	UEL 5 HSO
<b>Credit Value:</b>	20 CAT points
<b>Student Study Hours:</b>	150
<b>Contact Hours:</b>	48
<b>Private Study Hours:</b>	102
<b>Pre-requisite Learning (If applicable):</b>	N/A
<b>Co-requisite Modules (If applicable):</b>	N/A
<b>Course(s):</b>	BA (Hons) Tourism and Hospitality Management
<b>Level and Semester</b>	Level V, Semester 2
<b>Module Coordinator:</b>	Nancy Olaniyan
<b>Contact Details &amp; Email:</b>	<a href="mailto:olaniyn2@lsbu.ac.uk">olaniyn2@lsbu.ac.uk</a>
<b>Subject Area:</b>	Tourism and Hospitality
<b>Summary of Assessment Method:</b>	100% Coursework
<b>External Examiner appointed for module:</b>	Amanda White, Manchester Metropolitan University

## 2. SHORT DESCRIPTION

This module introduces the student to managerial decisions relevant to accommodation and food related services, ensuring satisfaction of customer's needs and operational facilities. This module is designed to develop the student's understanding of the nature of hospitality management from budgeting to delivering effective customer service.

## 3. AIMS OF THE MODULE

- Evaluate the main functions of the accommodation division department of hospitality operations.
- Assess current provisions of hospitality and food operations in terms of the level of product, service and facilities offered.
- Critically evaluate managerial practices in food and beverage provision.
- Analyse the impact of management techniques such as budgeting, forecasting and yield management in the hospitality sector.

## 4. LEARNING OUTCOMES

### 4.1 Knowledge and Understanding:

- **LO1:** Analyse front and back of house hospitality and food operations.
- **LO2:** Demonstrate knowledge of the theoretical and practical requirements to provide accommodation in the hospitality sector.

### 4.2 Intellectual and Research Skills:

- **LO3:** Develop strategies to maximise room or food sales, occupancy and the effective use of yield management techniques.

### 4.3 Transferable Skills and Personal Attributes:

- **LO4:** Critically evaluate information.

## 5. ASSESSMENT OF THE MODULE

### ASSESSMENT METHOD

This module is assessed through formative and summative components, both of which will test the students against the learning outcomes outlined in section 4 of the module guide. The summative component is Coursework one and this is worth 100% of the module. Consequently, the following assess the module:

1. Formative Assessment:  
Feedback on individual the development of a realistic scenario of a classical B&B in London where a Revenue Management system can be implemented.
2. Summative Assessment:  
The module is assessed 100% by coursework. There are two elements to this assessment:
  - Coursework 1 worth 50% of the module –Individual PowerPoint slides and detailed academic notes.
  - Coursework 2 worth 50% of the module – Individual presentation.

#### **Coursework One –Worth 50% of the module - Individual Work Slides and Academic Notes**

Students must pick or create a realistic scenario of a B&B in London, and describe its existing situation in terms of operations, marketing and financials.

Based on this, each individual must propose a plan addressing the revenue management technique to improve the results of the B&B and prepare a presentation to the shareholders of the business justifying the change in nature of the management process. The slides should be complements with reflective notes justifying the proposal.

**Word Length:** 3500 (Equivalent)

**Date and place to be handed in:** 03/04/20, Coursework must first be submitted electronically through Turn-it-in to check for plagiarism, available through the module site and then uploaded on the coursework submission link. **Please note that work submitted via the Turn-it-in link on Moodle is not considered as a submission. Having uploaded the work through the plagiarism tool (which is called Turn-it-in) you must then submit your coursework through the coursework submission link. Failure to submit your work through the coursework submission link on the Moodle site will result in a non-submission of coursework.**

**Feedback to Student:** 15 working days after deadline date

**Assessment Criteria:**

- *Research*
- *Subject knowledge*
- *Practical competence*
- *Critical Analysis*
- *Experimentation*
- *Academic integrity*
- *Communication and presentation*

### Assessment Format

- Analysis of front and back of house hospitality and food operations
- Knowledge of the theoretical and practical requirements to provide accommodation in the hospitality sector
- Use of theory, ideas, concepts or frameworks to maximise room or food sales, occupancy and the effective use of yield management techniques
- Discussion & analysis of research
- Conclusions or recommendations
- Presentation of work and use of the Harvard referencing system

### **Coursework Two –Worth 50% of the module - Individual Presentation**

Students must present the proposed a plan (previously submitted) addressing the revenue management technique to improve the results of the B&B and prepare a presentation to the shareholders of the business justifying the change in nature of the management process.

**Time Length:** 10 minutes

**Date and place:** Student presentations will take place during classroom hours on the 29/04/20. Students who fail to present will be marked with a 0 for this element.

**Feedback to Student:** 15 working days after deadline date

### Assessment Format

- *Depth of research and reference to good practice throughout the Presentation*
- *Innovation and variety within the plan to provide accommodation in the hospitality sector*
- *Critical justification for the tasks and processes used in terms of Revenue Management*
- *Style of presentation (verbal and visual presentation) see presentation assessment sheet on page 17 which will be completed by the module leader during your presentation*

As a guide the percentage / grade equivalence is:

70% +	= First Class
60 – 69	= 2:1
50 – 59	= 2:2
45 – 49	= 3 <sup>rd</sup>
40 – 44	= pass
30 - 40	= marginal fail
<30	= fail

At both under- and postgraduate level problems with poor referencing and plagiarism have been increasing over the years largely due to students using internet sources inappropriately. To help improve the quality of your work, especially academic referencing skills, we are using the Turn-it-in service.

Through the Moodle site for this module you must upload your assignments for checking by Turn-it-in. You must attach both the turn it in receipt and originality index to your work.

Turn-it-in is software that checks the text of your assignment against a database of books, journals and web pages, and gives a report on matches it finds in your work against this database. Good scholarship requires that you should draw on others' work but when quoting directly you must use double speech marks or indent larger quotations, putting the source in brackets (including the page number) in the Harvard style (see the LSBU Library leaflet). When paraphrasing you must also give the source. Turn-it-in generates a report highlighting non-original text and it generates a non-originality index. There is no 'correct' percentage level for the non-originality index as this depends on the nature of your work and the way you use your sources.

Include after the title page of your essay, report, etc your Originality Index read out downloaded from Turnitin. Having submitted your work into Turn-it-in you should then REVIEW your work again, taking into account the full Turn-it-in read-out and detailed highlighting of text that it provides. Turn-it-in is there to aid your scholarship, it is not there just to enable you to reduce your Originality index.

#### Please Note

Turnitin is not a coursework submission tool. Having reviewed your work after Turn-it-in has reported back to you, you MUST then submit your work electronically via Moodle or manually to the School Office as stated in your module guide or as advised by your module coordinator. If you submit only through Turn-it-in your work may not be marked and you will be in danger of receiving a mark of ZERO. You must attach a copy of the originality report to your assignment.

## 6. FEEDBACK

Students can normally expect to receive written feedback 20 working days after the deadline submission. This will be emailed to you via the Moodle site. All marks given are provisional and are subject to change. These provisional marks need to go through a moderation process and the marks need to be approved by the exam board. Once this has taken place you will be able to see the final mark through the MY LSBU link.

Please note that coursework cannot be submitted by email, fax or post or to individual Tutors.

### **Feedback from Students**

The Module Evaluation Questionnaires indicated that 78% found the quality of the lecture good/very good and that 66% found the seminars good/very good, thus there will be more student input and discussion in the seminars this academic year. 68% of the participants found the Moodle site good/very good. The progression rate for this module improved in the previous academic year by 89% to 93%.

## 7. INTRODUCTION TO STUDYING THE MODULE

### 7.1 *Overview of the Main Content*

- Accommodation Provision
- Food Provision
- Maximise Sales, Occupancy, and Yield
- Staff Productivity
- Budgetary Control

- Marketing

### 7.2 Overview of Types of Classes

Teaching will consist of seminars in which the content of the previous session will be developed and explored and lectures involving workshop activities. The teaching and learning will take place through a combination of the following: lectures, audio-visual material, discussion, research and reading.

### 7.3 Importance of Student Self-Managed Learning Time

Self-managed study is critical. The lecture will give you the essential theoretical background and introduce you to key concepts, but it is equally important that students keep up to date with what is going on in the Hospitality industry. To do this you are expected to read industry journals, magazines and newspapers for current information.

### 7.4 Employability

The module will provide students with a greater understanding of the structure of the industry and of how different organisations interrelate, thus helping students to decide which sector of the industry they are interested in working in, both for the Industrial Placement and in future employment, as they will be better informed. Improved communication and self-management skills will advantage those students who are seeking part time employment

## 8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

### Week 1

**Lecture:** Introduction and overview of the accommodation provision.

**Seminar:** A comparison between classical hotels and budget hotels.

*Suggested Reading:* Lianping Ren, Hanqin Qiu, Caiwei Ma, Pearl M.C. Lin, (2018) "Investigating accommodation experience in budget hotels", International Journal of Contemporary Hospitality Management, Vol. 30, No. 7, pp.2662-2679.

### Week 2

**Lecture:** Accommodation Provision: Planning and design of accommodation modules, public areas. Rooms maintenance and cleaning procedures.

**Seminar:** Critical Factors of Success in Hotel Operations.

*Suggested Reading:* Bob Brotherton, (2004) "Critical success factors in UK budget hotel operations", International Journal of Operations & Production Management, Vol. 24, No. 9, pp.944-969.

### Week 3

**Lecture:** Accommodation Provision: The role of Property, operations, maintenance, energy and costs will be assessed as well as the role of housekeeping and security. A review of issues pertaining to staffing, productivity, loss prevention, emergency planning and ergonomic considerations.

**Seminar:** Exercise to identify and discuss the impact of hotel layout on operations and costs.

*Suggested Reading:* Ahmed Hassanien, (2006) "Exploring hotel renovation in large hotels: a multiple case study", Structural Survey, Vol. 24, No. 1, pp.41-64

### Week 4

**Lecture:** Food Provision: Overview of food and beverage management systems. The menu, the foundation of control. Food costing. The food and beverage cycle.

**Seminar:** Sustainability of Restaurants.

*Suggested Reading:* Willy Legrand, , Philip Sloan, , Claudia Simons-Kaufmann, ,Sarah Fleischer, "A review of restaurant sustainable indicators" In *Advances in Hospitality and Leisure*. Published online: 08 Mar 2015; 167-183

### Week 5

**Lecture:** Food Provision: Purchasing and receiving of goods. Storing and issuing of goods. Food production systems. Merchandising and the meal experience.

**Seminar:** The Food Markets.

*Suggested reading:* Montserrat Crespi-Vallbona, Darko Dimitrovski, (2016) "Food markets visitors: a typology proposal", *British Food Journal*, Vol. 118 Issue: 4, pp.840-857

### Week 6

**Lecture:** Maximise Sales, Occupancy, and Yield. Establish occupancy and revenue targets.

**Seminar:** An overview of the industry's numbers.

*Suggested reading:* Deloitte Consulting: *2017 travel and hospitality industry outlook*; Ernst & Young: *Global hospitality insights Top thoughts for 2015*.

### Week 7

**Lecture:** Application of yield management.

**Seminar:** Applying revenue management to a specific case.

*Suggested Reading:* Chih-Chien Chen, Zvi Schwartz, (2013) "On revenue management and last minute booking dynamics", *International Journal of Contemporary Hospitality Management*, Vol. 25 Issue: 1, pp.7-22

### Week 8

**Lecture:** Staff Productivity: Recruitment strategies, staffing levels, payroll costs, training, motivation, empowerment, incentives schemes, appraisal methods and Investors in people.

**Seminar:** Productivity in Hotels.

*Suggested Reading:* McMahon, F.: *Productivity in the Hotel Industry*. *International Journal of Hospitality Management*. In *Tourism: the State of the Art* (A.V.Seaton ed). Wiley, 1994.

### Week 9

**Lecture:** Budgetary Control: Analysis and monitoring of income. Application of control procedures to reach budget targets. Evaluating performance of operating departments.

**Seminar:** Employees' performance.

*Suggested reading:* Yvonne Guerrier, Andrew Lockwood, (1989) "Core and Peripheral Employees in Hotel Operations", *Personnel Review*, Vol. 18 Issue: 1, pp.9-15

### Week 10

**Lecture:** Marketing: Evaluate guest's requirements in accommodation and service areas for all levels of the market. Promotional and upselling techniques.

**Seminar:** Research on promotional techniques of hotels.

### Week 11

**Lecture:** Marketing: Segmentation and research of potential guests. The interaction of the marketing mix.

**Seminar:** Hotel alliances.

*Suggested Reading:* Alison J. Morrison, (1994) "Marketing Strategic Alliances: The Small Hotel Firm", *International Journal of Contemporary Hospitality Management*, Vol. 6 Issue: 3, pp.25-30

### Week 12



**Lecture:** Revisions and assignment support week.

**Seminar:** Revisions and assignment support week.

## 9. LEARNING RESOURCES

### Core Reading

- Ball, S. Jones, P. Kirk, D. and Lockwood, A. (2003) *Hospitality Operations – A Systems Approach*. London: Continuum
- Bardi, J. (2006) *Hotel Front Office Management* 4th ed. Chichester: Wiley
- Davis, B. Lockwood, A. (2008) *Food and Beverage Management*. Oxford: Butterworth-Heinemann
- Emerald Group Publishing Limited (2015) *New Perspectives in Hospitality Management*. London: Emerald Group Publishing Limited
- Evans, N. (2015) *Strategic Management for Tourism, Hospitality and Events*. London: Taylor & Francis Ltd Routledge
- Ninemeier, J.D. and Hayes, D. (2006) [Hotel Operations Management](#). New York: Pearson Education (US) Prentice Hall
- Woods, R. Ninemeier, J. Hayes, D. and Austin, M. (2006) *Professional Front Office Management*. London: Prentice Hall

### Optional reading

- Abbott, P. & Lewry, S. (2001) *Front Office Procedures, Social Skills and Management* 3rd ed. Oxford: Butterworth Heinemann.
- Baker, S. and Huyton (2001) [Principles of Hotel Front Office Operations](#). Hampshire: Cengage Learning Thomson Learning
- Jones, A. (2004) *The Management of Hotel Operations* 4th ed. London: Cassell
- Medlik, S. (2000) *The Business of Hotels* 4th ed. Oxford: Butterworth-Heinemann
- Rutherford, D.G. O’Fallon Rutherford, M. J. O’Fallon D.G and Michael, J. (2006) [Hotel Management and Operations](#). New York: John Wiley & Sons Inc

### *Academic journals*

Cornell Hospitality Quarterly

Hospitality in Focus

International Journal of Hospitality Management

Journal of Culture, Tourism & Hospitality Research

Journal of World Business

Management Communication Quarterly

Management Journal of Contemporary Management Issues

## 10. ASSESSMENT CRITERIA

**90 - 100%**

A quite exceptional and outstanding answer, providing insights which would not be available publicly and would, with some editing, be publishable. In addition to the features of the next section, this range is distinguished by superior organisation, economic use of language and totally comprehensive, given the conditions of the exercise.

**80 - 89%**

An answer which demonstrates an excellent understanding of the question and of the complexity of the issues involved. There is a sound basis of relevant factual knowledge and/or the theoretical issues involved. Most of the important issues are dealt with in a detailed, specific and systematic way. There is either some measure of original thinking in the answer or an accurate and comprehensive account is given in a way which demonstrates understanding, for example by structuring the material such that it could not have been based just on reproduction of lecture notes and course material. Evidence of creativity, critical approach, and wide reading beyond the core subject matter.

**Excellent 70-79%**

An excellent essay which demonstrates an authoritative grasp of the concepts and content appropriate to the essay question. Indication of originality in the application of ideas, in synthesis of material or in performance; insights reflecting depth and confidence of understanding and real critical analysis. The concepts contained within the essay title are clearly understood and effectively illustrated with examples where required. Work is well structured, demonstrates wide, relevant reading on the topic and is presented with good referencing in the appropriate style.

**Very Good 60-69%**

Very good work that demonstrates a sound level of understanding based on competent grasp of relevant concepts and content; displays skill in interpreting and analysis of complex materials. The concepts contained within the question are effectively communicated and any examples are effectively related to the question. Material is well organised and demonstrates wide, relevant reading on the topic and is presented with good referencing in the appropriate style.

**Good 50-59%**

Good work that demonstrates a coherent response to the requirements of the assessment task, clear expression of ideas; uses relevant source material (which is referenced in the appropriate style); demonstrates some understanding of the concepts; proposes to apply appropriate methods; appropriate organisation of response.

**Acceptable 40-49%**

Recognisable if limited awareness of the requirements of the assessment; evidence of some understanding of the key concepts and methodologies; some attempt to engage appropriate resources.

**Unacceptable, Border Line Fail 30 - 39%**

Borderline fail. Unsatisfactory but showing some evidence of understanding. No lineage is demonstrated between selected examples and the conceptual material of the essay. May be condonable at the discretion of the Exam Board.

**Unacceptable, Clear Fail 10 - 29%**

Little or no evidence of understanding or application of the key concepts. Displays an inability to link examples to the concepts. Little or no evidence of relevant reading or research presented.

**1 - 9%**

An answer that is so short or irrelevant that only a few marks are justified. For example, one or two points may be made which show some peripheral awareness of certain possibly relevant issues. Does not meet the minimum referencing and/or word count requirement.

**0**

No answer is presented. A zero mark may also be warranted for unfair practice such as plagiarism or collusion.

