

Module code: MOD004059	Version: 1 Date Amended: 23/Oct/2013
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1. Module Title
Driving Improvement in the Hospitality Workplace

2a. Module Leader	2b. Department	2c. Faculty
Null	Department of Leadership and Management	Lord Ashcroft International Business School

3a. Level	3b. Module Type
5	Standard (fine graded)

4a. Credits	4b. Study Hours
30	300

5. Restrictions			
Type	Module Code	Module Name	Condition
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Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description
<p>This module will consider Total Quality Management within the hospitality industry. Considering the various sectors that make up the industry, the students will study the impact on this methodology on service culture and how businesses have adapted to a more demanding consumer base. Where great customer service is now considered the normal expectation within the sector, but one where businesses and their competitors are continually striving for improvements. Arguably the most fundamental concept of improvement is that improvement requires change (although it should be recognised that not every change equates to an improvement). As a result of this premise, changes made to practice and service delivery must be tested and studied (often using a variety of models and approaches that are applicable to the given context) to determine whether changes adopted improve the overall standard and quality of service. In this module students will focus on developing knowledge about improvement and formulating in particular an understanding of models, tools and methodologies that can be applied in organisational and hospitality business contexts to bring about improvement. There will be a number of formative assessment methods that will be drawn upon including live case study analyses and reflection on improvement narratives from a wide literature and business base. The summative assessment will take the form of a considered and analytical review of the focus and impact of implementation of improvement methodologies, that will be of benefit to a chosen hospitality business. Thereby exposing the students to the realistic decisions that managers have to make in hospitality business in order to strive for even greater improvements and customer satisfaction.</p>

6b. Outline Content
<p>Indicative content will include: - Quality and organisational efficacy: principles and concepts in hospitality industry - Fundamental concepts of improvement and total quality management - Tools for improvement, including the value chain from farm to fork. - Measurement: The role of data in organisations & statistical process control (customer satisfaction) - Change in organisations: what happens to people & what impact change has on practice / processes - What is excellent customer service?</p>

6c. Key Texts/Literature
<p>Jones, P and Lockwood, A. (2002) The Management of Hotel Operations, London: Continuum Ashworth RE, Boyne GA & Entwistle T (2010) Public Service Improvement: Theories and Evidence, Oxford University Press Davis, B. Lockwood, A. Alcott, P. and Pantelidis, I. (2012) Food and Beverage Management 5th Ed Oxon: Routeledge Johnston, R. and Clark, G. (2005) Service Operations Management. (2nd ed.) London: FT Prentice Hall Kotas, R. and Jayawardena, C. (1994) Profitable Food and Beverage Management. London: Hodder and Stoughton.</p> <p><i>Last Updated:</i></p>

6d. Specialist Learning Resources

Online Databases: Emerald Hospitality and Tourism Index Keynote: Reports for Food and Catering sector Mintel reports: Country Report and Travel and Tourism Analyst Series Newspapers Online Database Journals: International Journal of Contemporary Hospitality Management International Journal of Hospitality Management Cornell Hotel and Restaurant Administration Quarterly Web sites: British Hospitality Association. <http://www.bha.org.uk> British Institute of Innkeepers Institute of Hospitality

7. Learning Outcomes (threshold standards)

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Reflect on improvement concepts and determine their application for usage in varying hospitality situations and contexts
2	Knowledge and Understanding	Evaluate the use of improvement methodologies to bring about improvement based on specifics of the context in which they will be applied
3	Intellectual, practical, affective and transferrable skills	Utilise analytical and evaluative skills to make effective choices about the appropriateness of actions for improvement
4	Intellectual, practical, affective and transferrable skills	Develop self-regulating and effective interpersonal skills based on a sound understanding of self-knowledge

8a. Module Occurrence to which this MDF Refers

Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence

Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	12	1-4	Delivered in an initial block
Other teacher managed learning	36	1-4	Ongoing electronic support and surgeries
Student managed learning	252	1-4	Through the application of theory whilst experiencing hospitality employment
TOTAL:	300		

9. Assessment for the above Module Occurrence

Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	100 (%)	Fine Grade	30 (%)
Details:	CRITICAL REVIEW 6000 WORDS				

Critical Review of the impact of improvement tools and their implementation in hospitality practice.6000 words.

In order to pass this module, students are required to achieve an overall mark of 40%.

In addition, students are required to:

(a) achieve the qualifying mark for each element of fine graded assessment of as specified above

(b) pass any pass/fail elements