

Effective Management

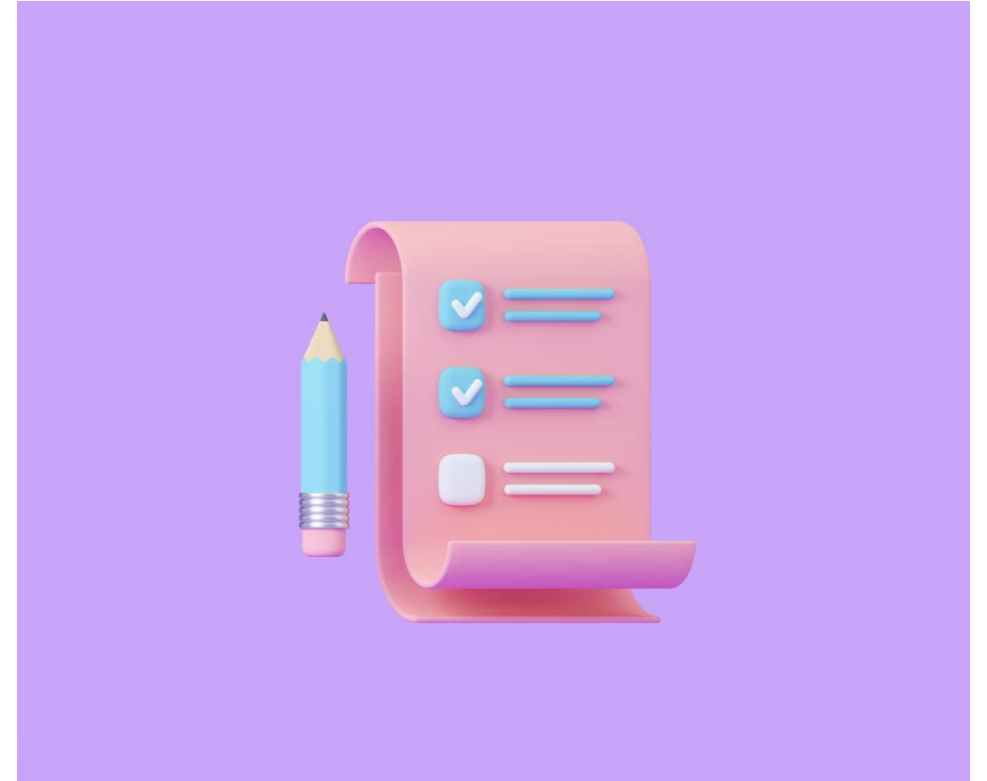
BMGM4000

Week 3: Assignment Workshop

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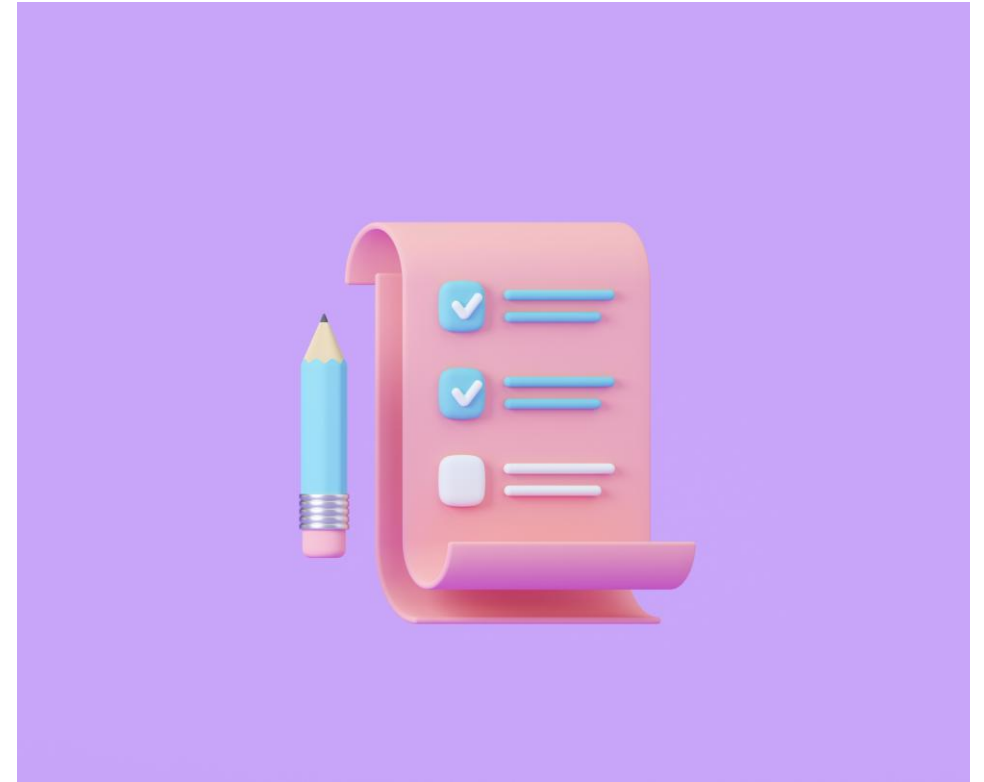
Agenda

- Digital Skills Session
- Essay writing
- In-depth look at assessment
- Q&A



Recap of last week

- What is Management & Leadership?
- Function of Management
- Management Tools
- 5 Levels of Leadership
- Management By Objectives
- Case Study – Hell's Kitchen





Academic Writing Tips

Academic Essays

- The most appropriate software to use for an academic essay is Microsoft Word.
- Academic essays are usually written in the third person.
- Present your ideas as a coherent argument, and structure this in a way that makes sense to the reader, covering one idea at a time.



Academic Essays

- An essay is a **continuous** piece of writing, set out in paragraphs, responding to a question or a title.
- When preparing to write an essay, it is essential to identify the main requirements of the title.
- You must be clear about what areas your lecturer wants you to cover. This will then determine the organisation of the essay.



Academic Essays

- **Unless reflective**, academic essays are usually written using the 'third person'. This means avoiding the use of personal language such as I, me, we (1st person) and you and yours (2nd person).
- Always refer to the assessment brief for guidance. If there is anything you do not understand, please ask your lecturer.



What's the structure?

- The structure of an essay starts with an introduction. The main body of your essay follows with a series of arguments and debates, backed up by evidence. This will enable the writer to form conclusions.
- An essay does not normally use headings within the work, although it will have a main heading, usually setting out the title or question given.



What's the structure?

- Essays are **not** the same as reports. There must be **no** inclusion of a contents page, side headings, graphs, charts, tables, diagrams, illustrations, photographs or bullet points within the essay.
- Ensure your essay has a logical flow, separated by paragraphs leading the reader towards the conclusions via a series of arguments, backed up by evidence.



What's the structure?

- Essays are argumentative and ideas based.
- An essay will always contain references and be written in clear and precise language. It should be free from spelling and grammatical errors.



Cover Page – academic work should always have one!

- Your Name
- Student Number
- Title of Essay
- Module Lecturer
- Submission Date
- Word Count



Academic Essay Format

- Introduce the topic and surrounding context. Establish a framework through which you will be approaching your argument. **Set the scene for what is to follow!**
- The main body should back up what you established in the introduction. Begin each paragraph with a sentence establishing the topic and argument. Follow a similar pattern across all paragraphs for cohesion. Back up your points with evidence!
- Remember depth and breadth. An essay isn't everything you have ever found out about a topic!



Academic Essay Format

- Your conclusion should bring together all the arguments you have presented throughout your essay, as well as linking back to what you set out in the introduction.
- The conclusion should only be a summary of key themes and ideas that have already been raised, with no new information or arguments introduced at this point.
- An academic essay should always include an accurate list of any sources and references incorporated throughout.



Top Tip!

Proofread your essay once completed to ensure that it flows properly, contains all the necessary aspects and is free of grammar, spelling and punctuation mistakes. There is a read aloud function on word!

Academic Essay Format



One Final Tip!

Reference, Reference, Reference!

Remember that regardless of assessment type, you are required to acknowledge any instances where you use someone else's words, ideas, images or research in your own work.



Guidance on word lengths of sections in a typical essay

Total length of essay	1,000 words	2,000 words	5,000 words	10,000 words
Introduction 10-15%	100 – 150 words	200 – 300 words	500 – 750 words	1,000 – 1500 words
Body 80% paragraphs	3 paragraphs of 200 words	4 paragraphs of 400 words	8 paragraphs of 500 words	16 paragraphs of 500 words
	or	or	or	or
	4 paragraphs of 150 words	5 paragraphs of 300 words	9 paragraphs of 450 words	17 paragraphs of 450 words
Conclusion 5-10%	50-100 words	100–200 words	250–500 words	500–1,000 words



Break



Our Assessment

A case study of XXX Restaurant

Portfolio – 2000 words

**Section 1 – Restaurant and Kitchen
Structure**

**Section 2 – Standard Operating
Procedures (SOPs)**

**Section 3 – The Role and Importance
of Leadership**

**Section 4 – Employee Characteristics
and Management Strategies**



A case study of XXX Restaurant

You are required to investigate and analyse how a Food and Beverage (F&B) Director can engage team members across four key areas within the F&B department of a large hotel.

Portfolio – 2000 words



Section 1 – Restaurant and Kitchen Structure

- **Consider both front and back of house and how these two teams are required to work together.**
- **Include the pros and cons of elements such as the kitchen brigade and hierarchy.**

Portfolio – 2000 words



Section 1 – Restaurant and Kitchen Structure

- **Compare & contrast the positive & negative outcomes of these elements. How can they benefit the F&B department? How might strict following of these systems limit output?**

Portfolio – 2000 words



Section 1 – Restaurant and Kitchen Structure

- Find academic literature that provides both sides of the argument. Critical analysis brings the highest marks!
- Show that there is more than one approach & discuss findings rather than simply presenting information as fact. This demonstrates a deeper understanding.

Portfolio – 2000 words



Section 2 – Standard Operating Procedures (SOPs)

- **Service standards, Food & Hygiene standards, table setup, order taking, food and beverage service sequence, billing procedures.**

Portfolio – 2000 words



Section 2 – Standard Operating Procedures (SOPs)

- **What are the legal requirements?**
- **What is the order of service?**
- **How will you ensure this is in place – think training, monitoring, effective managers to oversee.**

Portfolio – 2000 words



Section 3 – The Role and Importance of Leadership

- Research key leadership figures. Consider business leaders such as Simon Sinek, or key hospitality leaders with proven experience: Gordon Ramsey or Anthony Capuano (Marriott).
- Research key leadership frameworks and consider their use in a practical setting – how could you adopt them in practice?

Portfolio – 2000 words



Section 4 – Employee Characteristics and Management Strategies

Portfolio – 2000 words

- Discuss profiling tools such as MBTI and how these can aid the understanding and management of diverse teams. How and why is this important?
- Discuss (with evidence) how employee personality traits impact on management methods – unlikely to be one size fits all.



Do not overlook:

- Examples from a chosen establishment to support your points. This could be a hotel or a restaurant. It may be where you currently work, somewhere you have worked in the past, or even an establishment you have researched online. How do they approach management in practice?
- Include case studies – journal articles, interviews etc.

Portfolio – 2000 words



Word count per section:

Suggested NOT mandatory

- **Introduction (around 10%)**
- **Main body (around 80%)**
- **Conclusion (around 10%)**

**Deviating from this may mean
you do not have enough
content in the main body!**

Portfolio – 2000 words



- **Submit up to 7 working days ahead of deadline for guaranteed feedback.**
- **One draft only.**
- **Extremely useful to determine if you are on the right track with your work.**
- **I expect to see a draft from all of you – does not need to be a polished version.**

Draft Feedback – via email





Break



Additional Guidance

Harvard Referencing Standards

Guidance document available on Moodle

- It is crucial to reference through in-text citations and a full reference list to ensure you are giving credit to the use of the work of others.
- Failure to cite and reference is plagiarism – as it suggests you are passing off the work of others as your own.
- If you are suspected of plagiarism, you may be subject to an academic misconduct investigation.
- Keep a record of all sources used as you go.
- When checking references always consider ‘if I was the reader of this work, could I find the original source from this citation/reference?’
- You may not deliberately plagiarise, but if your references are not accurate it could result in accidental plagiarism.
- If in doubt – ask for help!



In-text citations

These are used when referring to a source of information within the text of your assignment to show where it came from. They are abbreviated details of the source you are referring to and generally consist of the author's / editor's surname, year of publication and, if required, page numbers / paragraph / location.

Example 1:

Referencing is an integral academic skill (Pears and Shields, 2022, p. 1).

Note the full stop is placed after your citation, not before, as it is part of your sentence.

You do not need to include the author's surname in the in-text citation if you introduce the author into the body of your work. This would just be unnecessary repetition!

Example 2:

According to Pears and Shields (2022, p. 1) referencing is an integral academic skill.

The reference list

The information provided in your in-text citation refers your reader to your reference list or bibliography at the end of your work. This list will contain the full bibliographical record of all the references you have cited in your text.

Example:

Pears, R. and Shields, G. (2022) *Cite them right: the essential referencing guide*. 12th edn. Bloomsbury.

It should enable any reader to locate your original source. A reference list is arranged in alphabetical order by the author's surname or, if there is no author, by title. Titles should have minimal capitalisation. The general rule is that only the first letter of the first word is capitalised along with any proper nouns, (note there are some exceptions to this rule).

A bibliography can also sometimes be requested by your tutor. This is a list of all the sources you have read for your assignment, whether you have cited them in your text or not and therefore more exhaustive than a reference list. If you are not sure which is required, ask your lecturer.

AI Guidance

RESEARCH	For this assessment, you can use Generative AI to support you in research and data analysis.	Yes ☒ No ☐
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☒ No ☐
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including getting suggestions to rephrase your work.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	☐



Access AI guidance via the student Hwb – lots of useful resources and guidance!

[AI Guidance » Hub](#)

[Allowable Uses of AI » Hub](#)

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AI Guidance



Or access the 'Need to Know' tab on the student hwb homepage, click AI Guidance tab and access the latest info there.

If you are still unsure, ask! It is better to check than get it wrong!

Improper/unethical use could result in allegations of academic misconduct.

AI Guidance



Support

Study Skills – Help with academic writing, avoiding plagiarism, critical thinking, exam revision, planning and organisation, presentation skills, referencing and researching.

Contact the team at: studyskillsdistance@uwtsd.ac.uk

InfoSkills – Particularly useful to assist with finding library resources.

Contact the team at: infoskills@uwtsd.ac.uk



Any Questions?



1. Marketing Principle
2. What is marketing?
3. Marketing Mix (7P's)
4. Market
Segmentation

