

MODULE DIRECTORY

BA (Hons) International Gastronomy Management

LEVEL 6

(2018, 3-Term model teach-out)

ACADEMIC DISCIPLINE:
Hospitality and Tourism Management

INSTITUTE OF MANAGEMENT AND HEALTH

2025-2026

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INTRODUCTION

This Module Directory includes all the modules for Levels 4-6 within the BA International Gastronomy Management (Teach-out) programme in the academic year 2025-2026.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the relevant Institute Office.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

MODULES

Module Code	BMGM6000
Title	Analysis and Review of the Operations Process
Date	09/02/2022
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To provide opportunities for students to demonstrate their growing professional competence in strategic awareness, business orientation and a concern with adding value through initiating and managing change. Such skills promote a deeper understanding of the real world of work and the demands of employers for individuals who are innovative and creative in their undertakings.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Identify with the role of the manager as researcher and work based operational investigator and develop analytical skills to investigate operational process relevant to the organisation.
- Undertake a systematic analysis of data and produce a report that critically evaluates arguments and assumptions, draws realistic and appropriate conclusions, and makes sound and informed judgements to achieve a solution(s).
- Measure analysis against industry benchmarks, ensuring that the target audience is the Restaurant General Manager and stakeholders.

INDICATIVE CONTENT

- The roles of internal and external consultants/ reviewers within an organisation. How their intervention can favourably impact upon sustaining success within an organisation.
- Change management theories that serve as frameworks for implementing and sustaining change within organisations.
- Consultancy/Brand managers/Organisation quality reviewers as a specialism and the potentially positive contribution that such intervention can make to aid an organisation's ability to achieve and sustain competitive advantage through effectively managing change and embrace innovation.
- Identifying projects by studying the significant external or internal influences that impact upon an organisations ability to serve and bring about change and innovation.
- Progressing analysis and review projects from initial idea to the presentation of persuasive, pertinent and actionable reports.
- Literature and research reviews relevant to projects through the study of a wide range of resources, including wherever possible, in-company information that serves to increase the credibility of projects.

- Relative merits of a range of research methods and their relevance to different projects; data collection and handling, reasoning the strengths and weaknesses of each and the circumstances in which they might be used. Include ethical considerations.
- Presenting results clearly and professionally in conventional report format; drawing realistic and meaningful conclusions from data collected; recommendations including costed and timed implementation plans. Including self-improvement by way of reflexivity.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	4000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMGM6000	
Module Title	Analysis and Review of the Operations Process	
Classification	Reading List entry	Electronic*
Essential	Cavusgil. S.T, Pervez. N, Liu. L.A & Ghauri. G, (2021) Doing Business in Emerging Markets. Sage. London	☒
Essential	Dawson. P, Andriopoulos. C, (2021) Managing Change, Creativity & Innovation. 4 th Edn. Sage. London	☒
Essential	Ford. R.C & Sturman. M.C (2020) Managing Hospitality Organizations. 2 nd Edn. Sage. London.	☒
Further	Gray.D.E (2022) Doing Research in the Real World . 5 th Edn. Sage. London	☒

Module Code	BMGM6000	
Module Title	Analysis and Review of the Operations Process	
Classification	Reading List entry	Electronic*
Further	Clegg, S. R. Skyttermoen, T. Vaagaasar, A. L. (2021) <i>Project Management: A value Creation Approach</i> . Sage. London.	☒
Further	Cottrel, S. (2011) <u>Critical Thinking Skills: Developing Effective Analysis and Argument</u> , Palgrave Study Guides, Palgrave Macmillan: Basingstoke	☒
Further	<u>Fisman, R. & Sullivan, T. (2014) The Org: How the Office Really Works</u> , Murray, London	☒
Journal	<i>British Journal of Management</i>	☒
Journal	<i>Coaching at Work</i>	☒
Journal	<i>Harvard Business Review</i>	☒
Journal	<i>International Journal of Employment Studies</i>	☒
Journal	<i>Management Today</i>	☒
Journal	<i>People and Strategy: Journal of the HR Planning Society</i>	☒
Journal	<i>Work, Employment and Society</i>	☒
Websites	www.thecaterer.com	☒
Websites	www.bighospitality.co.uk	☒
Websites	www.restaurantmagazine.com	☒
Websites	www.instituteofhospitality.org	☒
Websites	www.flowhospitalitytraining.co.uk	☒
Websites	www.modernrestaurantmagazine.com	☒

Module Code	BMGM6001
Title	Leading Restaurant Strategy
Date	09/02/2022
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To encourage and develop the student's ability to interpret trends within the current market, the needs and wants of future diners and the key financial information for budgeting, performance measurement and evaluation techniques to allow for a business plan to be written and 'pitched'.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Critically analyse and evaluate the informational requirements of management, particularly in relation to decisions involving revenues, costs and other financial criteria used when writing a business plan.
- Demonstrate a systematic understanding of developing and compiling a business plan to enable its successful production and pitch delivery.

INDICATIVE CONTENT

- Financial planning for sustainability within the restaurant and hospitality industry.
- Cost volume profit analysis: cost behaviour, marginal v absorption costing, costing for short- and long-term decision making, use of marginal costing, limiting factors/ constraints.
- Introduction to budgeting, cash budgets and working capital management.
- Functional and master budgets, sales, materials, labour, and overhead budgets (Pre-opening).
- Property design – planning laws and building regulation controls.
- Recruitment procedures- advertising appropriately.
- Onboarding of staff- designing the training programme.
- Menu design to establish the restaurant concept
- Sourcing and supply chain planning.
- Marketing and advertising campaign techniques- launching the restaurant.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Pre-opening Business Plan	2000 words	50%

Assessment Component 2

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual pitch presentation of the pre-opening business plan	15 mins	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMGM6001	
Module Title	Leading Restaurant Strategy	
Classification	Reading List entry	Electronic*
Essential	Blundel, R. Lockett. N, Wang. C & Mawson. S, (2021) Exploring Entrepreneurship. 3 rd Edn. Sage. London	☒
Essential	Ford, R.C, Sturman, M.C (2020) Managing Hospitality Organizations. 2 nd Edn.	☒
Essential	Hayes. D.K, Hayes. J.D, Hayes. P.A (2021) Revenue Management for the Hospitality Industry. 2 nd Edn. Wiley. London	☒

Module Code	BMGM6001	
Module Title	Leading Restaurant Strategy	
Classification	Reading List entry	Electronic*
Essential	Mullins, L & Dosser, P. (2013) Hospitality Management and Organisational Behaviour (5 th Ed) Harlow, Pearson.	☒
Further	Atrill, P. McLaney E (2015) Management Accounting for Decision Makers, FT Prentice Hall	☒
Further	Brown, D.R (2019) 5 th Edn. The Restaurant Managers Handbook. <i>How to set Up, Operate, and Manage a Financially Successful Food Service Operation</i> . Atlantic Publishing Group Inc. Florida.	☒
Further	Tranter, K. Stuart-Hill, T. Parker, J. (2013) Introduction to Revenue Management for the Hospitality Industry, London, Pearson	☒
Journals	Accountancy	☒
Journals	Accountancy Age	☒
Journals	International Journal of Business and Accountancy	☒
Journals	The Financial Times	☒
Websites	www.thecaterer.com	☒
Websites	www.bighospitality.co.uk	☒
Websites	www.restaurantmagazine.com	☒
Websites	www.instituteofhospitality.org	☒
Websites	www.flowhospitalitytraining.co.uk	☒
Websites	www.modernrestaurantmagazine.com	☒

Module Code	BMGM6003
Title	Specialist Placement: Leading Staff Development
Date	09/02/2022
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- The student will choose a specialist area within the restaurant operation, to develop their pre-employment skills, working within the organisation they will demonstrate team and staff leadership skills in support of their own learning and that of colleagues.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Efficiently undertake a supervisory position within their area of specialism and critically appreciate the importance of work-based key skills.
- Systematically analyse staff performance, deliver training, demonstrating a systematic knowledge of staff performance criteria to meet restaurant service standards.

INDICATIVE CONTENT

- Training effectiveness within the workplace, why is this needed to maximise team effectiveness.
- Promoting positive effective communication to team members, why these matters within the workplace and the avoidance of knowledge and skill stagnation.
- Analyse the training needs of the workplace, mapping to individual team member training plans whilst considering the objectives of the restaurant, and company, and overarching staff development needs.
- Compiling a training programme for individuals, teams, and oneself, what to include how to measure skill and knowledge acquisition.
- Effective training delivery, using digital methods to maximise staff engagement and access.
- Promoting training for all, considering individual learning styles, needs and adaptation of content and delivery to enhance useability.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	0	0%
Independent learning	0	0%
Placement learning	200	100%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Delivery of a colleague seminar training session	20 minutes	50%

Assessment Component 2

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Detailed training support materials (including digital material).	2000 words	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	0%
Practical	100%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMGM6003	
Module Title	Specialist Placement: Leading Staff Development	
Classification	Reading List entry	Electronic*
Essential	Everett et al (2021) The Tourism, Hospitality, and Events students Guide to Study & Employability	☒
Essential	Friedman, A. (2012) Continuing professional development: lifelong learning of millions. Routledge. London	☒
Essential	Light, G, Cox, R, Calkins, S, (2009) Learning and Teaching in Higher Education, <i>The Reflective Approach</i> . 2 nd Edn. Sage. London	☒
Essential	Scoular, A, (2020) FT Guide to Business Coaching. Financial times. London.	☒
Further	Brown, D.R (2019) 5 th Edn. The Restaurant Managers Handbook. <i>How to set Up, Operate, and Manage a Financially Successful Food Service Operation</i> . Atlantic Publishing Group Inc. Florida.	☒
Further	Clegg, S. R. Skyttermoen, T. Vaagaasar, A. L. (2021) Project Management: <i>A value Creation Approach</i> . Sage. London.	☒
Further	Collis, J & Hussey, R (2014), <u>Business Research, A Practical Guide for Undergraduate and Post Graduate Students</u> , Palgrave, London	☒
Further	Cottrell S, (2015) Skills for Success Personal Development and Employability, 3 rd edition, Palgrave. London.	☒

Module Code	BMGM6003	
Module Title	Specialist Placement: Leading Staff Development	
Classification	Reading List entry	Electronic*
Essential	Everett et al (2021) The Tourism, Hospitality, and Events students Guide to Study & Employability	☒
Further	Kolb, D (2014) Experiential Learning: Experience as the source of learning and Development, 2 nd Edition, Pearson FT Press.	☒
Websites	www.thecaterer.com	☒
Websites	www.bighospitalty.co.uk	☒
Websites	www.restaurantmagazine.com	☒
Websites	www.modernrestaurantmagazine.com	☒
Websites	www.instituteofhospitality.org	☒
Websites	www.ventureteambuilding.co.uk	☒

Module Code	BMGM6005
Title	Specialist Placement: Consultancy
Date	09/02/2022
Level	6
Credits	20
Pre-Requisites	None

AIM(S)

- To demonstrate the students growing professional competence in strategic awareness, business orientation and a concern with adding value through initiating and managing change within the placement restaurant.
- The student will consider the role of consultancy within the restaurant and what influences improvement, in practical elements of operations including service and what business success looks like.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Identify with the role of a management consultant and initiate and carry out a project that is of strategic relevance to the placement restaurant.
- Undertake a systematic analysis of data and produce and present a paper that critically evaluates arguments and assumptions, draws realistic and appropriate conclusions, and makes sound and informed judgements to achieve a solution(s), making recommendations to stakeholders (e.g. the restaurant general manager).

INDICATIVE CONTENT

- The roles of internal and external consultants within an organisation, how consultants' intervention can favourably impact upon sustaining success within an organisation.
- Change management theories that serve as frameworks for implementing and sustaining change within organisations.
- Consultancy as a specialism and the potentially positive contribution that such intervention can make to aid an organisation's ability to achieve and sustain competitive advantage through effectively managing change and embrace innovation.
- Identifying projects by studying the significant external or internal influences that impact upon an organisations ability to serve and bring about change and innovation.
- Progressing consultancy projects from initial idea to the presentation of persuasive, pertinent and actionable reports.
- Literature and research reviews relevant to projects through the study of a wide range of resources, including wherever possible, in-company information that serves to increase the credibility of projects.
- Relative merits of a range of research methods and their relevance to different projects; data collection and handling, reasoning the strengths and

weaknesses of each and the circumstances in which they might be used. Include ethical considerations.

- Presenting results clearly and professionally in conventional report format; drawing realistic and meaningful conclusions from data collected; recommendations including costed and timed implementation plans and paths to self-improvement in consultancy and project management through reflective review.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	0%	0%
Independent learning	0%	0%
Placement learning	200	100%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Consultancy Report	2000 words	50%

Assessment Component 2

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Individual presentation	15-minutes	50%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	50%
Practical	50%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMGM6005	
Module Title	Specialist Placement: Consultancy	
Classification	Reading List entry	Electronic*
Essential	Clegg, S. R. Skyttermoen, T. Vaagaasar, A. L. (2021) Project Management: <i>A value Creation Approach</i> . Sage. London.	☒
Essential	Dawson, P. Adriopoulos, C. (2021) Managing Change, Creativity & Innovation. Sage. London	☒

Module Code	BMGM6005	
Module Title	Specialist Placement: Consultancy	
Classification	Reading List entry	Electronic*
Essential	Ford, R.C, Sturman, M.C (2020) Managing Hospitality Organizations. 2 nd Edn.	☒
Further	Brown, D.R (2019) 5 th Edn. The Restaurant Managers Handbook. <i>How to set Up, Operate, and Manage a Financially Successful Food Service Operation</i> . Atlantic Publishing Group Inc. Florida.	☒
Further	Davis, B. Lockwood, A. Alcott, P. Pantelidis, I.A. (2018) Food and Beverage Management. 6 th Edn. Routledge. London.	☒
Further	Everett. S, et al (2021) The tourism, Hospitality and Events students Guide to study & employability. Sage. London	☒
Websites	www.thecaterer.com	☒
Websites	www.bighospitality.co.uk	☒
Websites	www.restaurantmagazine.com	☒
Websites	www.modernrestaurantmagazine.com	☒
Websites	www.instituteofhospitality.org	☒
Websites	www.gaultmillau.com	☒
Websites	www.guide.michelin.com	☒
Websites	www.wsetglobal.com	☐