

BMTP 5019

Operations Management WEEK 1

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HOSPITALITY



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

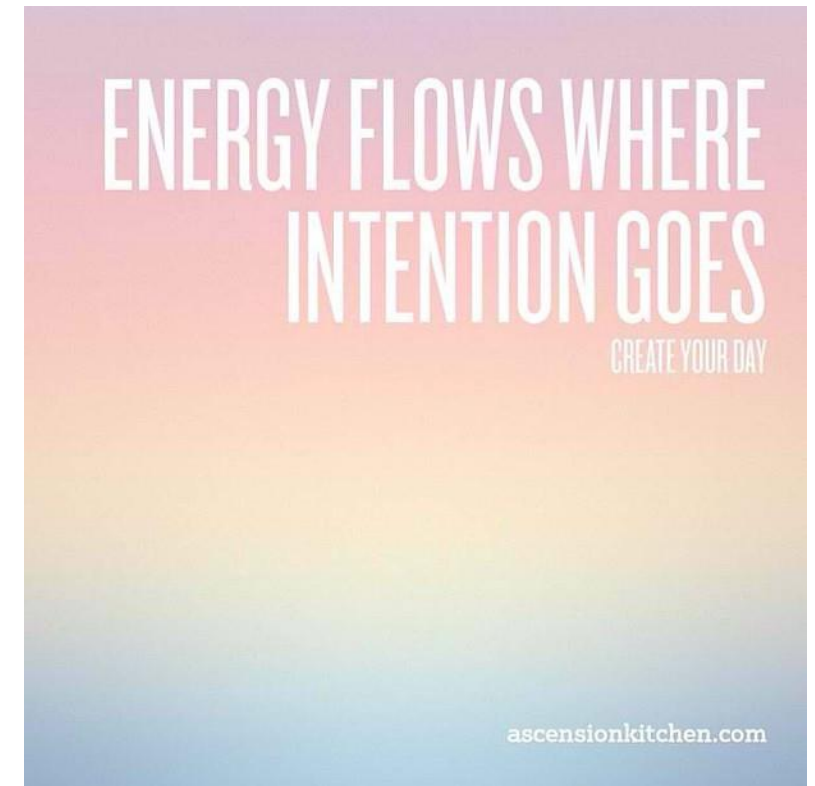
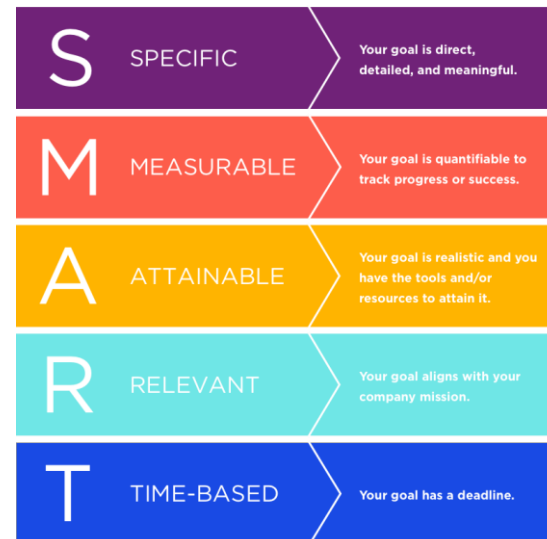
WHAT DO YOU KNOW?

- What do you know about operations management?
- Tell us about where you have worked and experienced this area ?



THIS YEAR INTENTIONS

- Lets set our intentions
- Write down your goals for this year
- SMART goals



AIM(S)

- To provide the student with an understanding of the key strategic and operational management functions including planning, programming and the operational skills necessary for effective facility management.
- To appreciate the wider operating context and impacts relating to employment obligations, legal responsibilities and operational risk challenges faced by managers operating venues in all sectors of the travel, tourism, events hospitality and leisure resort management industry.

LEARNING OUTCOMES

- Demonstrate an appreciation of the principles of **commercial law** and **licencing** and analyse the effect of employment **legislation** within the industry globally.
- Evaluate the relationship between **financial statements** and yield management in controlling budgets and establishing performance targets within management operations.
- Coherently **analyse** the relationship between managerial expertise and organisational performance, identifying the key skills and knowledge required to manage service organisations effectively and to operationally manage risk, health, safety and crisis management.
- **Evaluate** the impact of the wider social and business environment on the business operations and the management challenges it represents

Assignment 1: 19TH JANUARY 2024 : 4000 words

- Swansea Arena Management have invited UWTSD Tourism and Events students to assist the teams in various departments to understand the organisation and planning of a variety of events with them by considering the operations management key areas of HR, Finance, Legal policies and procedures. There will be opportunity to be involved in the events.

As level 5 students studying Operational Management you will be need to understand this responsibility for planning and organising events in this type of business from an operational point of view. You will be expected to outline HR responsibilities in an area of your choice such as recruitment, training and the workforce planning. Develop an operational financial budget which relates to that department's operations and staffing. Discuss the finance to include budgets showing understanding to shortcomings and advantages , ROI, yield management, revenue management , Epos & KPI's , for that department. Show you understanding of the legal aspects such as logistics planning, policies & procedures, health & safety, risk assessment and legislation.

- Choice of Key Operational departments will be discussed in class , one of these areas will be given to you :

Food and Beverage

Marketing

Conferencing & Events

Box Office

Operations

- You must show academic literature support throughout the written work of a min. 10 academic references per section and additional references relating to the operational management to show the academic underpinning in the area you have chosen.

- **Operational Events Plan should consist of the following:**
- 1000-word academic introduction about operations management as a topic linked to the chosen area.
- Each section is marked out of 100% and equally weighted.

- **Section 1: Operational Planning and Procedures - 1000-word equivalent**

1. Event Plan - Logistics and Event Set Up
2. Operational Policies and Procedures including Legal Aspects
3. Emergency Plan including Emergency Procedures & Risk Assessment relating to Purple Book

- **Section 2: HR & staffing Operations - 1000-word equivalent**

1. Talent Selection
2. Workforce Planning
3. Skills Audit and Training Plan

What is Operations Management?

- Business Practices, Management, Planning, Policies, Procedures, Programmes & Organisations
- **Systems** for Managing Tourism, Events & Leisure Operations
- **Managing** Events, Venues, Facilities, Attractions, Hotels
- **Providing Services** – F&B, Hospitality & Retail
- Legalities & Risk Management
- **Satisfying Customers** – Public Participation
- Service & Operational Quality
- Profits v Costs
- Staffing / HR
- Diverse Functions



Operations Management (OM)

[ˌä-pə-ˈrā-shənz ˈma-nij-mənt]

The administration of business practices to create the highest level of efficiency possible within an organization.

 Investopedia

What are the 3 roles of operation management?

- The term operations management encompasses planning, implementing, and supervising the production of goods or services
- Operations managers have responsibilities in both strategy and day-to-day production, in either manufacturing or services.
- Forbes magazine reported in 2011 that three-quarters of CEOs come from an operations background, which shows the importance of understanding how a company functions.



The History of Operations Management

- Operations management dates to **5000 B.C. with the Sumerians**, who tracked inventories, transactions, and taxes, and has evolved into modern day services like overnight and same-day deliveries. Rather than bartering (using one good or service, not money, to pay for another good or service), the ancient Sumerians used ancient **clay coins to pay**. The sizes and shapes of coins represented value .
- **The Industrial Revolution (1760s to early 1800s)** ushered in the foundations of division of labour and interchangeable parts, keys to **efficient production**. Eli Whitney, inventor of the cotton gin, also manufactured 10,000 muskets by using the concept of interchangeable parts.
- In 1883, Frederick Winslow Taylor used the **stopwatch method** to time tasks for complex jobs. This became key for **studying efficiency and productivity**.
- In about 1912, Frank and Lillian Gilbreth laid the foundation for **predetermined motion time systems (PMTS)**, which predict the time it takes to complete tasks.

The History of Operations Management

- In 1913, Henry Ford's first moving assembly line started rolling, cutting **production time for a car from 12 hours to less than three.**
- In post-World War II Japan, Toyota developed **just-in-time production (JIT)**, later called the Toyota Production System. The company designed it **to eliminate waste and increase productivity and quality.**
- In 1971, FedEx **started overnight package deliveries.** Today Amazon even offers same-day delivery

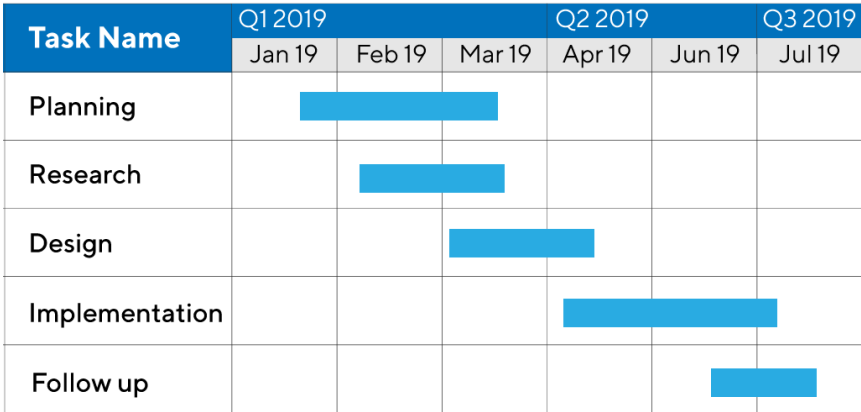
Operational Responsibilities

- Development & Design
- Management & Control
- Risk Management
- Legal & Licencing
- Recruitment, Training, Organisation & Management of Staff
- **Departments & Responsibilities** - Operations managers facilitate cooperation between departments and ensure that department and company goals are aligned
- Customer Satisfaction & Service Excellence
- Crisis Management
- Finance – Costs, Revenue & Pricing / Profit & Loss / Yield Management
- Operational Systems - Stock Control / Order

Operational Processes

An operational review is an in-depth and objective review of an entire organization or a specific segment of that organization

Gantt Chart



- Planning** – Gantt Charts, a team or department draws from a company-wide strategic plan and puts it under a microscope. It's **future-oriented**: mapping department budgets and goals to propel the success of the strategic plan with **specific, team-based activities** for the next 1-3 years.
- Programming** - identified the problem areas in organization, need to find the **right solutions** by following a **series of steps**.
- Capacities** - the **highest level of goods or services** that a company can produce to meet demand.
- Booking Systems** - control HR, payroll and internal processes to deliver single solution modern, personalised experience increasing efficiency and compliance.

• Opening / Soft Openings (trial run): running & delivering

Operational Processes

- **TERMS: NOP's** (normal operating procedure), **SOP's** (standard operating procedure) and **EOP's** (emergency operating procedure)
- **Management Challenges** - globalization, sustainability, ethical conduct, ineffective communication, and system design
- **AREAS: HR Functions** – recruitment; training; development
- **Marketing** – new product idea generation, market research, diversification
- **Safety** - Changing work environment, changing demographics, economic unpredictability, new skills
- An operational review is an in-depth and objective review of an entire organization or a specific segment of that organization
- **Reviews** - identify and address existing concerns such as communication issues between departments, problems with customer relations, operating procedures, lack of profitability issues.

Performance Management Reviews

Operational performance reviews (OPRs) focus on identifying **LEAN** processes that improve efficiency: on-time, on-budget deliveries and high-quality outputs

- How do you evaluate operations performance?
- Operational performance can be evaluated by tracking a project's performance and capability to reach its goals in the planned budget. Human capacities and issues and opportunities are also assessed in the process.

What do we find out ?

- Usage/Visitor Numbers/ Occupancy Figures/
- Financial Reviews / Yield Management /Pricing /Costs
- Customer Reviews & Feedback
- Independent Reviews
- Staff Reviews / Staff Turnover/Performance Management

Operational Issues

can affect operational performance, cause problems with the execution of strategy, and stand in the way of a business' growth if they aren't dealt with properly.

- Must be clear **Aims & Objectives**
- Different issues for Commercial Sector / Voluntary Sector / Public Sector

- **Affected** by Supply & Demand

- High Season / Low Season

- Community Use / Usage Times

Management Issues – changes i.e., pandemic

- **Technology** – fast changing

- **Trends** - Behavioural Operations Management: This approach focuses on human behaviour as it relates to operations management.

- **Sustainability**: This approach highlights maintaining ecologically-minded practices under changing laws.

- **Terrorism Impacts**

- **Economy**

- **Brexit**

- **Covid**

Topics

- **Risk Management** - reduce risks through risk identification, risk assessment, measurement and mitigation, and monitoring and reporting while determining who manages operational risk
- **Purple Book** – Festivals Operations - The Purple Guide has been written by **The Events Industry Forum** in consultation with the events industry. Its aim is to help those event organisers who are duty holders to **manage health and safety**, particularly at large-scale music and similar events
- **Green Book** – Sports Events Operations
- **Hotel Management** – Operations
- **Policies and Procedures** - part of risk management
- **Licencing and Legalities** – compliance, trust & reputation – safety
- **Events Operations** - the department responsible for co-ordinating and integrating all other operations within an event and its associated venues.
- **Special Facilities Operations** – maintenance
- **Industry Engagement** - enables to explore the capabilities of suppliers (and potential suppliers) to provide the goods and services you're likely to need

Ops Management



Lets discuss

- <https://sgsa.org.uk/greenguide/>
- <https://www.thepurpleguide.co.uk/>

