

BMGM6000

Analysis and Review of Operation Process

Module Overview

Introduction to Hospitality, and Industry

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Programme Manager - Lecturer

Welcome Back

This Semester:

12 Weeks of lectures

Lectures Time– 9:00am-1:00pm every Wednesday

One assignment for this module

Module handbook available on Moodle within the folder

Where Are We Now?

Module:	Analysis and Review of Operations Process
Week	Lecture Topic
1	Introduction to Module Overview, Hospitality, and Industry
2	Organisational theories
3	Managing hospitality organisations-company and its major goals
4	Leader versus manager
5	Internal analysis of a business: SWOT
6	External analysis of a business: Porter's Five Forces
7	External analysis of a business: Porter's Five Forces
8	Consultant – Role of Consultant (Guest Lecture)
9	Strategy & Strategic Management
10	Industry and/or Business Lifecycle
11	Assignment Workshop
12	Module Feedback and Evaluation

Objectives for Today

- Introduction
- Overview of the module
- Discuss Assignment
- Introduction to hospitality and Industry

Outline

1. Module Aims and Learning Outcomes
2. Assignment
3. Defining hospitality
4. Hospitality
5. Defining Industry

MODULE 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.

Assessment

There is only ONE assignment for this Module:

4000 Word Business Report

Business Report: Strategic Analysis of a Hospitality Food and Beverage Business

Draft Date: 17:00 Friday the 11th of December 2026

Submission Date: 23:59 Thursday the 14th of January 2027

DO NOT leave this until the last minute in the hope of completing it over the Christmas Period!!



Background:

The hospitality Food and Beverage (F&B) sector is characterised by rapid changes in consumer expectations, technological innovation, economic pressures and increasing competition. To remain competitive, hospitality businesses must continually evaluate their strategic position, operational performance and market environment.

This assessment requires you to critically analyse the performance of a restaurant or hotel Food and Beverage (F&B) outlet using relevant business theories and strategic management frameworks.

Select one restaurant or hotel Food and Beverage (F&B) outlet that you have:

- Personally visited;
- Visited during a field trip; or
- Researched in depth (subject to lecturer approval).

Task:

Prepare a **4,000-word business report** evaluating the organisation's strategic performance and proposing evidence-based recommendations for future development. Your report should address the following areas:

1. Business Profile and Strategic Direction

Provide an overview of the business, including:

- Business concept and target market
- Mission, vision and organisational values
- Business objectives and competitive strategy
- Ownership and management structure

2. Internal Business Analysis

Evaluate the organisation's internal capabilities by analysing:

- Products and service offering
- Customer experience and service quality
- Workforce management and organisational culture
- Operational resources and technology
- Strengths and weaknesses using an appropriate strategic framework (e.g. SWOT or Value Chain)

3. External Environment and Industry Position

Assess the external environment influencing business performance by considering:

- Industry trends
- Customer behaviour
- Competitive landscape
- Economic, technological, environmental and legal influences (PESTLE)
- The organisation's competitive position using an appropriate model (e.g., Porter's Five Forces)

4. Digital Presence and Customer Engagement

Critically evaluate how the business engages customers through digital platforms, including:

- Website functionality
- Online booking systems
- Social media activity
- Online reviews and reputation management
- Digital marketing effectiveness

Discuss how these elements influence customer perceptions, loyalty and business performance.

5. Operational Challenge and Strategic Evaluation

Identify one significant operational or managerial challenge currently facing the business. Examples may include:

- Staff recruitment and retention
- Service inconsistency
- Rising operating costs
- Sustainability implementation
- Customer satisfaction
- Supply chain management
- Technology adoption

Critically analyse the causes and business implications using relevant hospitality management theory Assessment

6. Strategic Recommendations and Implementation Plan

Develop practical recommendations to improve organisational performance.

Your recommendations should:

- Be realistic and evidence-based
- Consider financial and operational implications
- Include an implementation timeline
- Identify potential risks and methods for managing organisational change
- Explain how success could be measured through Key Performance Indicators (KPIs)

Additional Guidance:

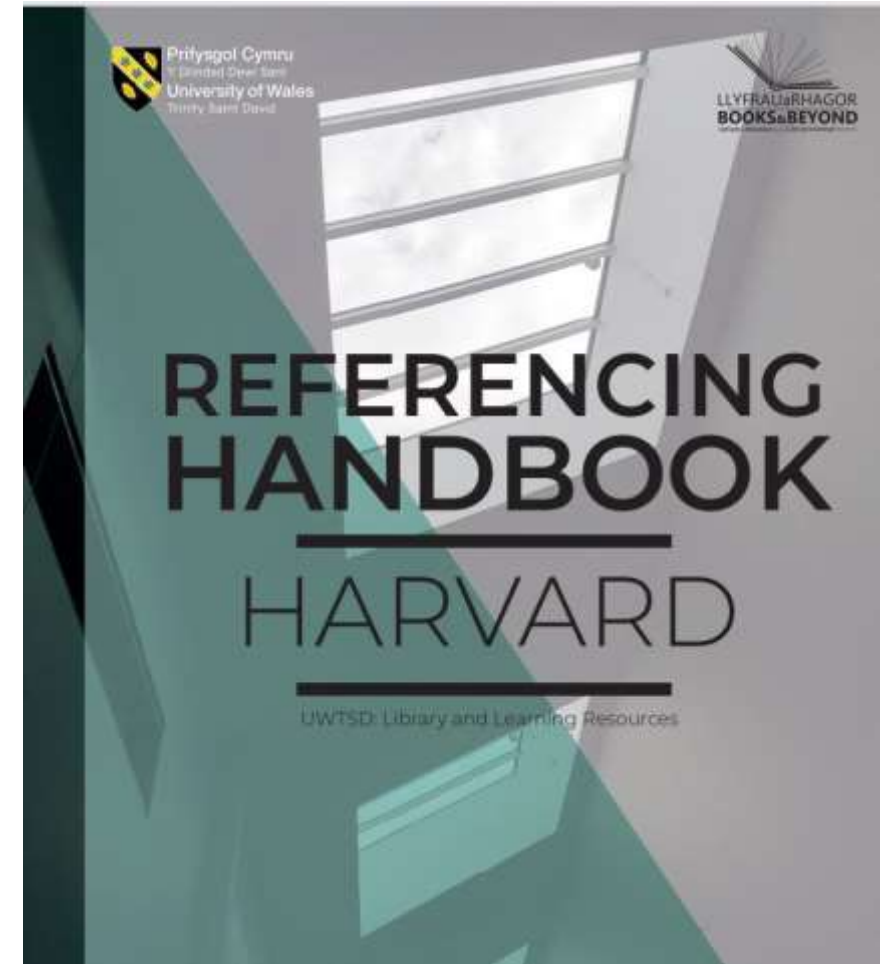
- Include a brief background section about your chosen restaurant, outlining its location, unique selling points and operational issues.
- Ensure your report clearly links theory and practice by incorporating relevant concepts discussed in class and insights gained through independent research.
- Focus on analysing the restaurant rather than providing a purely descriptive overview. Compare your chosen restaurant's approach with other restaurants and

industry best practices where possible.

- Ensure that your recommendations are realistic, practical, and applicable to restaurants across different market segments.

This information is Available in your Module Handbook in Moodle!

Harvard Referencing Handbook



[Refer to Moodle](#)

Referencing

Referencing is...

- A clear acknowledgement of where you have got any information, ideas, opinions, viewpoints etc.
- Essentially, **every** piece of information, **every** opinion, **every** viewpoint, **every** picture and sketch needs to be referenced.

[PowerPoint Presentation \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)

Research – Getting Information

- Credible Websites
- Peer reviewed Journal articles
- Books-UWTSD Online Library and Swansea Campus Library (Y Fforwm Library)
- Market analysis
- Business analysis: growing? Stagnant? Declining?

Market Research (primary and secondary) is crucial to developing a concept.

For your assessment, your primary research will be limited, but your secondary research should be extensive in order to support your plan and evidence the viability of your business.

Plagiarism

Plagiarism is...

- Presenting the words, ideas, views and arguments of others as your own.
- This is an **academic crime** and can cost you your degree.



[PowerPoint Presentation \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)

Access

Can you access Moodle?

Do you have access to a working laptop?

Do you have access to the library?

Defining Hospitality

- Hospitality commonly means extending a welcome to travellers or offering a home away from home to a guest.
- Webster's Dictionary defines hospitality as, **“generous and friendly treatment of visitors and guests or hospitable treatment.”**

Hospitality

- At its simplest, the term “hospitality” refers to the sector in the tourism industry that provides **food and shelter** to tourists (Parsons et al., 2018).
- According to the UKHospitality, the term ‘hospitality’ includes hotels, restaurants, food service management, coffee shops, and pubs, bars, and nightclubs (UKHospitality, 2025).
- The hospitality industry also covers catering at conferences and meetings, hospitals, prisons, mines, school and university hostels, and company canteens.

Hospitality

- It includes every place that offers hospitality, whether they are in the business for profit or to provide a non-profit service to the people in their care (UKHospitality, 2025).
- It focuses on developing a **service culture** in the industry, creating an atmosphere in which the successful delivery of the service to the consumer is the most important thing an organisation and its employees can achieve.
- Not all hospitality consumers are tourists. For instance, ordinary consumers visiting a local restaurant are not tourists.

Industry and hospitality industry

Now that we know what is hospitality, lets move on to discuss industry.

- **Group discussion and presentation in class: Answer the following questions (50 minutes).**

1. What is industry?
2. Explain the concept of hospitality industry?
3. Discuss the key components of the hospitality industry and critically evaluate the role of gastronomy within this context.

Defining Industry

- Industry is a group of companies offering products or services that are close substitutes for each other-that is, products or services that satisfy the same basic customer needs.

Components of the **hospitality industry** include:

- Hotels and Resorts
- Restaurants and catering
- Nightclubs and bars
- Travel and Transportation etc. (UKHospitality, 2025).

Role of Gastronomy within Hospitality Industry

- Gastronomy enhances:
 - customer experience
 - strengthens cultural identity
 - adds significant economic value.
- High-quality food and beverage offerings often:
 - influence customer satisfaction and loyalty (Khalifa et al., 2025).
 - make gastronomy a competitive advantage for hotels, restaurants, and tourism destinations.

Role of Gastronomy within Hospitality Industry

- Culinary traditions can promote cultural tourism and differentiate destinations globally.

Identify the foods listed below and critically discuss their countries of origin, including any cultural or historical significance where relevant (6 minutes)



2.



Role of Gastronomy within Hospitality Industry

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Identify the foods listed below and critically discuss their countries of origin, including any cultural or historical significance where relevant (6 minutes)

3.



4.



Role of Gastronomy within Hospitality Industry

- Culinary traditions can promote cultural tourism and differentiate destinations globally.

Identify the foods listed below and critically discuss their countries of origin, including any cultural or historical significance where relevant (6 minutes)

5.



6.



Role of Gastronomy within Hospitality Industry

However, gastronomy role is not without challenges.

For example:

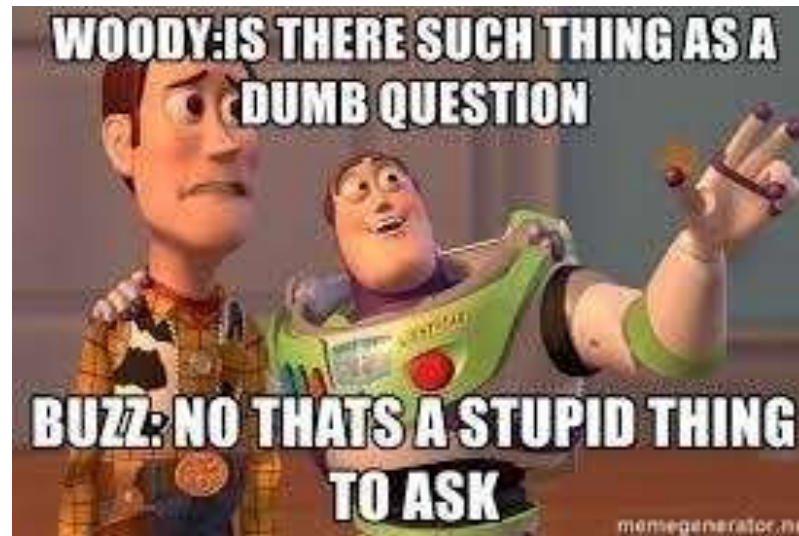
- gastronomy can be resource-intensive,
- contribute to food waste,
- high operational costs.
- fine dining elevates prestige, but it may exclude certain customer segments due to affordability.

Thus, gastronomy presents opportunities and challenges (Hossain et al., 2025).

Recap

What did we discuss today?

Any Questions?



Reference

Hossain, M.S., Khatun, M.P., Taskin, T., Sany, M.K.A. and Hossain, M.M. (2025). Opportunities and Challenges of gastronomy in tourism and Hospitality industry: A Conceptual Study on Bangladesh. *International Journal of Research and Innovation in Social Science*, 9(1), pp.1787-1799.

Khalifa, G.S., Elshaer, A.M., Hussain, K. and Elnagar, A.K. (2025). What drives customers' participation behaviour? Unveiling the drivers of affective satisfaction and its impacts in the restaurant industry. *Journal of Hospitality and Tourism Insights*, 8(2), pp.612-636.

Parsons, R., Skripak, S.J., Cortes, A., Walz, A. and Walton, G. (2018). Hospitality & Tourism. *Fundamentals of business*.

UkHospitality (2025). The voice of hospitality. Available at: <https://www.ukhospitality.org.uk/join-us-operators/> (Accessed: 16 September 2025).

Next week

Organisational theories and the concept of Stakeholder

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