Module Assignment Guide

|  |  |  |  |
| --- | --- | --- | --- |
| **Programme:** | **Business & Tourism Management** | | |
| **Level:** | **Level 5** | **Module Title:** | **Principles of Operations Management** |
| **Module code:** | **BTM5PRO** | **Module leader/s:** |  |
| **Assignment No:** | **1** | **Assignment Type:** | **Case Study Report** |
| **Assignment weighting %:** | **100%** | **Assignment Word Count: (or equivalent)** | **4000** |
| **Summative**  **Submission Due Date:** |  | | |
| **Penalties** | **All penalties that are listed at the end of this document in the Table of Penalties.** | | |

|  |  |
| --- | --- |
| **Assignment Requirements** | |
| **Overview** | This assignment involves preparing a 4,000-word case study report on your understanding of Operations Management (OM). You are required to use theories, concepts, and contemporary practices to support your argument. Use examples from the case study (British Airways), further research, and the aviation industry where necessary to demonstrate a clear understanding of the theories, concepts, and contemporary practices of OM and why they are important for organisational performance.  The report must be submitted in Microsoft WORD format. You must include appropriate in- text citations and references according to the CCCU Harvard Referencing Style. |
| **Assignment tasks to be completed** | **Case Study: British Airways**  British Airways (BA), the flagship airline of the United Kingdom, is known for its extensive global network, premium services, and commitment to innovation and sustainability. Headquartered in London, BA has established itself as a leader in the aviation industry through continuous investment in modern aircraft, operational improvements, and customer-centric services. This article examines BA's strategic focus on improving the customer experience, operational efficiency, and technological investments while also addressing the challenges and threats it faces in a highly competitive and volatile industry.  British Airways places significant emphasis on enhancing the overall customer experience, a core element of its business strategy. Over the years, the airline has introduced various initiatives to enrich the passenger journey, reflecting its dedication to providing superior service. A key focus has been on the digitalization of the customer experience, allowing travellers more control and convenience through technology.  One of the major advancements has been the development of the BA mobile app and website, which enable customers to manage their bookings, check-in, and access trip details seamlessly. Additionally, the airline has tested biometric boarding systems aimed at reducing waiting times and improving boarding efficiency at airports. These technologies showcase BA’s commitment to streamlining the travel process and offering passengers a more seamless experience.  In terms of in-flight services, BA has made significant upgrades to its business class, introducing new Club Suites that provide enhanced privacy, comfort, and direct aisle access. The expansion |

|  |  |
| --- | --- |
|  | of high-speed WiFi on long-haul flights and the introduction of new in-flight entertainment options further elevates the onboard experience. These innovations reflect BA’s dedication to creating a customer-friendly environment that caters to the evolving expectations of modern travellers.  Alongside its customer service enhancements, BA has consistently focused on improving its operational efficiency to remain competitive in a challenging industry. The airline has introduced optimized flight schedules, modernized its fleet, and streamlined boarding processes, which have contributed to better on-time performance despite external challenges like air traffic disruptions. Furthermore, BA's commitment to fleet modernization ensures that it operates with maximum efficiency while maintaining a strong financial position.  The airline has also demonstrated its adaptability by introducing new routes and resuming paused services to respond to changing market demands. This flexibility, coupled with continuous investments in operational improvements, has allowed British Airways to remain resilient in a competitive environment. However, the airline has faced challenges in its technological investments, particularly with IT systems.  While BA has made considerable strides in technology, including the implementation of biometric boarding and ERP systems, it has also faced notable setbacks. In May 2023, a major IT disruption at Heathrow led to the cancellation of 175 short-haul flights, leaving over 20,000 passengers affected. This was not an isolated incident, as a similar IT failure in 2017 stranded thousands of passengers, raising concerns about the airline's preparedness for handling technology crises.  Despite past investments in technology, these repeated failures have led to scepticism regarding BA's ability to manage its IT infrastructure effectively. The disruptions highlight the critical importance of robust and resilient technological systems in ensuring smooth operations, particularly for a global airline like British Airways. While the airline has made significant strides in modernizing its processes, these recurring challenges suggest the need for further investment and strategic planning to avoid such issues in the future.  The airline's approach to technological investments has also been shaped by economic factors. For instance, in 2009, British Airways delayed the implementation of its enterprise resource planning (ERP) system due to the global economic downturn. Then-CEO Willie Walsh emphasized the importance of conserving cash during a recession. While BA recognized the potential benefits of ERP, it opted to postpone the deployment until economic conditions stabilized. This decision reflects the importance of strategic decision-making during periods of economic uncertainty. Eventually, BA implemented the ERP system, enhancing operational efficiency once conditions improved.  This cautious approach to investment underscores BA’s ability to make strategic choices based on the broader economic environment. It also highlights the delicate balance airlines must strike between pursuing technological advancements and maintaining financial prudence during periods of uncertainty.  Operating in the highly competitive airline industry, British Airways faces several significant threats. One of the primary concerns is the volatility of fuel prices, which can dramatically increase operational costs and reduce profit margins. With fuel representing a major portion of airline expenses, fluctuations in fuel prices can have a direct impact on BA's financial flexibility.  Furthermore, BA must contend with increasing competition from both low-cost carriers and other major international airlines. To stay competitive, BA needs to continually innovate while managing costs, all without compromising the quality of its services. This competitive pressure |

|  |  |
| --- | --- |
|  | is further intensified during economic downturns or periods of geopolitical instability, which can reduce demand for air travel.  Regulatory challenges also pose a threat to British Airways. Stricter environmental regulations are forcing airlines to invest in sustainable practices, which can increase operational costs in the short term. BA has responded by committing to ambitious sustainability targets, including achieving net-zero carbon emissions by 2050. This commitment requires substantial investment in sustainable aviation fuels (SAF), low- and zero-emissions aircraft, and carbon removal technologies.  Sustainability has become a key priority for British Airways. The airline has developed a comprehensive strategy, known as "Flightpath to Net Zero," which outlines its plan to achieve net-zero carbon emissions by 2050. This strategy includes several important initiatives, such as improving aircraft and operational efficiency, transitioning to SAF, and investing in carbon removal technologies.  BA has set a target for SAF to meet 10% of its fuel needs by 2030, scaling up to 50% by 2050. The airline is also working on electrifying its ground vehicle fleet and increasing the use of renewable energy across its operations. These efforts demonstrate BA's long-term commitment to sustainability, not only in the air but also on the ground.  British Airways excels through premium services, operational efficiency, and sustainability. Despite challenges like IT issues and fuel price volatility, BA adapts with strategic investments. Its focus on modernization and achieving net-zero emissions by 2050 ensures competitiveness and resilience in an evolving industry.  *(Case study information obtained from the following sources for the purpose of this assignment only: BBC, 2024; British Airways, 2024; ComputerWeekly, 2009; International Airlines Group, 2023; The Financial*  *Times, 2023; MarketLine, 2024)*  **WHAT YOU ARE BEING ASKED TO DO?**  You are required to study the case and then write a report of 4,000 words (this can be over or under by 10%, i.e., 400 words) in relation to your analysis of the case organisation:   1. Discuss how British Airways manages its operations and outline the key processes involved. 2. Explain the main performance objectives British Airways prioritises and how they balance these priorities. 3. Evaluate how British Airways enhances the customer experience and integrates services with its core offerings. 4. Examine the strategies British Airways uses for planning, control, and quality management in its operations. 5. Analyse how British Airways addresses sustainability and suggest potential improvements in responsible operations. |
| **Additional information required to support completing the tasks above** | **Important:**   1. This Assignment Guide should be used in conjunction with the Assignment Brief as its purpose is to provide guidance as to how best to respond to the requirements of the assignment. Both documents give an indication of what the marker will be looking for in the piece of work. 2. The task requirement is a report, not an essay or reflective journal. You must therefore ensure that your structure, outline, content, style and presentation accord with academic |

|  |  |
| --- | --- |
|  | writing conventions for a report.   1. Headers, bullet points, pictures and graphs, bold or italics fonts should be used where appropriate in the report. Table of contents is also required. 2. Ensure appropriate formatting. For example, you should use 12-point font size, 1.5 line spacing and distribute your text evenly between margins. 3. You must use the correct Canterbury Harvard Referencing Style for your in-text citations and reference list. 4. Make sure you proofread and edit your work prior to final submission to avoid grammar, spelling, punctuation, and in-text citation mistakes as well as to ensure that you have covered everything. 5. You must use a minimum of 20 sources including textbooks, journals and other academic/credible published and web sources. 6. Do not use Wikipedia, unverifiable blogs or any software to generate your work. 7. Make sure you adhere to the required word count of the case study report (4,000) +/-10%, as 10 marks will be deducted from your total grade, if you exceed the required word count (i.e., if you exceed 4400 words) and your grade will be capped at 40%, if you write below the required wordcount (i.e., if you write below 3600 words) and the marker cannot identify if the learning outcomes have been met. |

|  |  |
| --- | --- |
| **Step-by-step Instructions** | |
| **Preparation** | 1. Read the case study from above. 2. Visit the website of British Airways. 3. Conduct further research about the case study, theories, concepts and contemporary practices. 4. Write down a work plan or make a checklist with your tutor’s help. |
| **The first page of the report** | 1. The module title and case study should be on the first page of the assignment. Assessment Front Sheet **NOT** required. 2. This should be followed by a Table of Contents. |
| **Introduction (300 words)** | **Introduction**   1. What is Operations Management? 2. What is the background of British Airways? 3. What is the aim of this report, and what will be covered in it? |
| **First section (500 words)** | **Operations Management at BA**   1. What is the input-transformation-output model? 2. How can the input-transformation-output model be applied to British Airways, and what are the key inputs, transformation processes, and outputs? |
| **Second section (400 words)** | **Performance Objectives of BA**   1. What are the main performance objectives (Quality, Speed, Dependability, Flexibility, and Costs) in operations management? 2. How does British Airways prioritise its performance objectives? 3. What trade-offs does British Airways face between its performance objectives (e.g., cost vs quality, speed vs dependability)? |
| **Third section** | **Servitisation of BA** |

|  |  |
| --- | --- |
| **(500 words)** | 1. What is servitisation in the context of operations management? 2. How does British Airways integrate services with its core product offerings? 3. What are some examples of servitisation at British Airways? |
| **Fourth section (400 words)** | **Customer Journey of BA**   1. What does the current customer journey at British Airways look like, from booking to post-flight? 2. What are the pain points in the customer journey, and where can improvements be made? 3. What strategies can British Airways use to enhance the customer experience? |
| **Fifth section (400 words)** | **Standardisation of BA’s operation**   1. What is standardisation in operations management? 2. Why is standardisation important for British Airways? 3. What are some examples of standardised processes at British Airways (e.g., safety protocols, service procedures)? |
| **Sixth section (400 words)** | **Planning and Control in BA**   1. What is Enterprise Resource Planning (ERP)? 2. How does British Airways use ERP systems to manage its operations? 3. What are the benefits and challenges of implementing ERP at British Airways? |
| **Seventh section (400 words)** | **Quality Management at BA**   1. What is Total Quality Management (TQM)? 2. What are the principles of TQM? 3. How can British Airways implement TQM to enhance quality? |
| **Eighth section (400 words)** | **Responsible Operations**   1. What is sustainability in the context of operations management? 2. What sustainability initiatives does British Airways currently have in place (e.g., carbon offset programs, fuel-efficient aircraft)? 3. What additional strategies could British Airways adopt to improve sustainability? |
| **Conclusion (300 words)** | **Conclusion**   1. Summarise the main points discussed in the report. 2. Provide recommendations for British Airways, reiterating the arguments for the importance of agile operations management for organisational performance in the 21st century. 3. Include your own opinion about the concepts, models, practices, and organisational examples covered in the report. |
| **References** | 1. List all the sources you have used using Harvard convention. That includes every website you visited, journal/articles, textbooks and other resources you have used. If you have not used the information but just read it, do not include that in the list. 2. Your list should contain at least 20 pieces of research. All resources count as a separate piece of research. |
| **Submission format** | 1. You must submit a Microsoft WORD document (.docx). Other formats will not be accepted. 2. There is a Turnitin Practice Link in the Formative Activities Section on Moodle where you can upload your assignment to check for similarity. 3. You can over-write your submission 3 times before the deadline. 4. If you missed the Summative deadline, use the Late Submission link. As a rule of thumb, it will be opened for 2 working days. 5. See Assignment Brief for the due dates. |
| **Resubmission rules** | 1. If you missed both the Summative and Late Submission links or if your mark is below 40%, you need to resubmit your assignment. Refer to the Assignment Brief for the opening and closing times of the Resubmission links. |

|  |  |
| --- | --- |
|  | 2. You are entitled to Academic Support and Study Skills Support for the resubmission. Please request it with your local SST. |

|  |  |
| --- | --- |
| **Mandatory Referencing and Research Requirements** | |
| **Referencing Style** | CCCU Harvard Referencing Style. |
| **Mandatory Sources to be included in the Assignment** | **Core texts**   * Slack, N., Brandon-Jones, A. and Burgess, N. (2023). *Essentials Of Operations Management*. S.L.: Pearson Education Limited. * Slack, N., Brandon-Jones, A. and Burgess, N. (2022). *Operations Management 10th edition*. S.L.: Pearson Education Limited.   **Recommended texts**   * Johnston, R., Shulver, M., Slack, N. and Clark, G. (2021). *Service Operations Management 5th edition*. Harlow: Pearson Education Limited. * Mark Anthony Camilleri (2019). *Tourism planning and destination marketing*. Bingley, UK Emerald Publishing. * Paton, S., Clegg, B., Hsuan, J. and Pilkington, A. (2021). *Operations management*. London [U.A.] McGraw Hill. * Robinson, P. and Jones, P. (2020). *Operations Management*. Oxford University Press.   **Additional resources / journals**   * Adhikari, A. and Bhattacharya, S. (2016). Appraisal of literature on customer experience in tourism sector: review and framework. *Current Issues in Tourism*, 19(4), pp.296-321. * Agarwal, N. and Mohan, A. (2021) ‘Influence of Social Interaction on Customer Experience in Tourism Industry’, *Purusharta*, 14(2), pp. 104–116. Available at: https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=158334009&site=eho st-live (Accessed: 10 September 2023). * Alonso, A.D. and Ogle, A. (2008). Exploring design among small hospitality and tourism operations. *Journal of Retail & Leisure Property*, 7(4), pp.325–337. doi: https://doi.org/10.1057/rlp.2008.23. * BBC. (2023). British Airways Cancels Dozens of Heathrow Flights after IT Problem. *BBC News*. [online] 26 May. Available at: https://[www.bbc.co.uk/news/uk-65719766](http://www.bbc.co.uk/news/uk-65719766) (Accessed: 29 September, 2024). * British Airways. (2024a). *British Airways’ Customer Experience*. [online] mediacentre.britishairways.com. Available at: https://mediacentre.britishairways.com/factsheet/details/43 (Accessed: 29 September, 2024). * British Airways. (2024b). *Flightpath to Net Zero*. [online] BA Better World. Available at: https://basustainabilityreport.co.uk/flightpath-to-net-zero/ (Accessed: 29 September, 2024). * Bozkurt, A. (2010). Tourism Industry and Standardisation: An Impossible Task?. *Journal of Cukurova University Institute of Social Sciences,* 19(3), 331-344. |

|  |  |
| --- | --- |
|  | * Bozkurt, A. (2012). Tourism Industry and Standardisation: Possibilities and Opportunities.   *Çağ Üniversitesi Sosyal Bilimler Dergisi*, 9(1).   * Bustinza Sánchez, Ó.F., Vendrell-Herrero, F., Baines, T.S. and Parry, G. (2015). Service business model and performance: Unpacking the complex relationship. * ComputerWeekly.com (2009). BA Shelves ERP Project to save cash. *Computer Weekly*, [online] pp.4–4. Available at: https://research.ebsco.com/linkprocessor/plink?id=a4254676e53a3ab3b0d94438a59997 d5 (Accessed 29 September, 2024). * Godovykh, M. and Tasci, A.D. (2020). Customer experience in tourism: A review of definitions, components, and measurements. *Tourism Management Perspectives*, 35, p.100694. * International Airlines Group (IAG), 2023. *Annual Report and Accounts 2023*. [PDF] Available at: https://[www.iairgroup.com](http://www.iairgroup.com/) (Accessed: 29 September, 2024]. * Jakulin, T.J. and Golob, A. (2015). Systems Approach to Standardisation, Classification and Modelling of Managed Events for Tourism. *Organizacija*, 48(3), pp.188–197. doi:https://doi.org/10.1515/orga-2015-0016. * Lemon, K.N. and Verhoef, P.C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, [online] 80(6), pp.69–96. * Li, K., Ji, C., He, Q., & Rastegar, R. (2023). Understanding the sense-making process of visitor experience in the integrated resort setting: Investigating the role of experience-centric attributes. *International Journal of Tourism Research*, 25(5), 491–505. https://doi.org/10.1002/jtr.2584 * MarketLine (2024) *British Airways, PLC SWOT Analysis*, pp. 1–7. Available at: https://research.ebsco.com/linkprocessor/plink?id=af3e7ba3-ee96-35ea-93a1- d7e66f984e72 (Accessed: 30 September 2024). * So, K.K.F., Li, X. and Kim, H. (2020). A decade of customer engagement research in hospitality and tourism: A systematic review and research agenda. *Journal of Hospitality & Tourism Research*, 44(2), pp.178-200. * The Financial Times. (2023). *British Airways Turns to AI to Improve Flight Operations*. [online] [www.ft.com.](http://www.ft.com/) Available at: https://[www.ft.com/content/7960095a-7903-401a-](http://www.ft.com/content/7960095a-7903-401a-) 8616-48cbc0a38dd1 (Accessed: 29 September, 2024).   **Journals:**   * The Journal of Operations Management (JOM) * Operations Management Research * International Journal of Operations & Production Management * International Journal of Supply and Operations Management * Production and Operations Management * Chartered Institute of Procurement and Supply * Manufacturing & Service Operations Management * Strategic Management Journal * Journal of Strategy and Management * Journal of Sustainable Tourism |

|  |  |
| --- | --- |
|  | **Further Digital Resources**   * ABI/INFORM Collection (ProQuest) * Academic Search Index * arXiv * Business Source Complete (EBSCO Publishing) * Construction News * Economist * Emerald Management Reviews (Emerald) * Entrepreneurial Studies Source * eBook Business Collection (EBSCOhost) * eBook Collection (EBSCOhost) * FT.com * GOBI E-books * Harvard Business Review * IndianJournals.com * Industry Studies Working Papers * JSTOR Journals * Pearson * Princeton University Press * Sage Academic Books * SCOPUS (Elsevier) * Wiley |

|  |  |
| --- | --- |
| **Student Success Tutors Emails:** | |
| West London | [cccugreenford@globalbanking.ac.uk](mailto:cccugreenford@globalbanking.ac.uk) |
| East London | [ccculondon@globalbanking.ac.uk](mailto:ccculondon@globalbanking.ac.uk) (Bow Road) and [cccustratford@globalbanking.ac.uk](mailto:cccustratford@globalbanking.ac.uk) (Cam road) |
| Manchester | [cccumanchester@globalbanking.ac.uk](mailto:cccumanchester@globalbanking.ac.uk) |
| Birmingham | [cccunorfolk@globalbanking.ac.uk](mailto:cccunorfolk@globalbanking.ac.uk) (Norfolk House) and [cccubirmingham@globalbanking.ac.uk](mailto:cccubirmingham@globalbanking.ac.uk) (Fazely) |
| Leeds | [ccculeeds@globalbanking.ac.uk](mailto:ccculeeds@globalbanking.ac.uk) |

|  |
| --- |
| **Format of your submission and how your assignment will be assessed** |
| This assignment should be submitted electronically via Moodle (module tutors will discuss this process with you during class time).   * **You must submit your work in Microsoft WORD document format.** * You can submit your work as many times as you like before the submission date. If you do submit your work more than once, your earlier submission will be replaced by the most recent version. * **Please ensure that you have submitted your work in the correct link on the assessment tab. Also note that students may be penalised for submitting their assessments in the wrong link.** * Once you have submitted your work, you will receive a digital receipt as proof of submission, which will be sent to your forwarded e-mail address (provided you have set this up). Please keep this receipt for future reference, along with the original electronic copy of your assignment. * You are reminded of the University’s regulations on academic misconduct, which can be viewed on the University website: Academic Misconduct Policy. In submitting your assignment, you are acknowledging that you have read and understood these regulations. * It is the complete and sole responsibility of the student to upload their assessment to Turnitin for Marking prior to the specified deadline. Students should not request lecturers to submit assessments on their behalf as they are unable to do so. * To avoid uploading issues, students should aim to upload their assessment several hours prior to the deadline to avoid Turnitin issues around the deadline time or accidentally submitting to the wrong submission link. It is recommended to check that the assessment that has been uploaded is able to be read after you have uploaded it and if not to re-upload it. Contact the SST on your campus if you have any issues. * Any assessment submitted after the specified deadline will incur a late penalty as specified in CCCU Academic regulations unless prior approval has been granted for Exceptional Circumstances.   Your work will be assessed on the extent to which it demonstrates your achievement of the stated learning outcomes for this assignment (see above) and against other key criteria, as defined in the University’s institutional grading descriptors. If it is appropriate to the format of your assignment and subject area, a proportion of your marks will also depend on your use of academic referencing conventions.  If you fail this assessment, you will have to resubmit an Individual assignment. This assignment will be marked according to the grading descriptors for Level 5. |