

Unit 37: Facilities Management

Unit code	L/616/1822
Unit level	5
Credit value	15

Introduction

This unit provides a broad overview of facilities management and develops students' ability to use relevant knowledge, ideas, and skills to compose procedures and methods to address operational issues. The unit prepares students to take responsibility for planning and delivering solutions by practicing autonomy and to make the best judgements in the operations at a management level. The students will gain specialised knowledge to utilise, with critical and independent thinking, to deliver the best results and develop strategies for managing and running businesses effectively.

The unit focuses on in-depth knowledge and essential skills to run the business effectively in a wide variety of contexts. These contexts include change management, people management, managing Health and Safety in the work place, outsourcing strategies, work place productivity, supplier relationships, benchmarking best practices, importance of quality, negotiation skills, sustainability and environmental management.

Students will critically analyse and discuss one of the fastest-growing industries around the globe. They will acquire a varied range of skills enabling them to illustrate regulatory obligations that have an impact on the facilities and how they are run. The unit aims to equip students with skills such as strategic planning, research, critical evaluation and presentation skills, as well as leadership and people management skills.

Learning Outcomes

By the end of this unit students will be able to:

1. Analyse the importance of facility management operations for effective business performance
2. Evaluate the global market trends in facilities management, major players, opportunities and the competition in the hospitality industry
3. Investigate the key aspects and importance of people management, work place productivity and Health and Safety in facilities management
4. Explore the importance of benchmarking best practices, sustainability measures and environmental impact on the hospitality industry.

Essential content

LO1 **Analyse the importance of facility management operations for effective business performance**

Introduction and product definition:

The organisation, the client and the key issues

Core business markets: customers, organisations management, business strategy, capital

Non-core business service providers: IT infrastructure, facilities management companies, cost savings

Client relations, customer care and services:

The importance of meeting and exceeding client needs and expectations

Customer services provided in different functional areas: front of house, housekeeping, cleaning and catering

Different considerations e.g. safety and security, legal liabilities

Construction work and building management:

Portfolio management and cost management e.g. acquisition, disposal, business leases

Planning and valuation, tender documents, service specifications, service level agreements and Key Performance Indicators (KPIs)

Maintenance:

Types of maintenance: preventive maintenance programmes, scheduled planning, emergency and reactive, costs, turnkey service management, E-business solutions and support

Supplier relationships:

Negotiations, risk factors, contracts, agreements and tendering processes and documents

Space management and ergonomic designs:

Office aesthetics, group planning, space records, space saving measures

IT and communications:

Network needs, WiFi zones and wireless LANs, IT infrastructure, conferencing and presentation technology

LO2 Evaluate the global market trends in facilities management, major players, opportunities and the competition in the hospitality industry

Global trends and potential:

Projected growth of the hospitality industry and scope for future, emerging markets and hotspots for growth

Growing trends toward outsourcing and the opportunities in terms of in-house service versus outsourcing services

Competition:

Leading companies in the world of facilities management services, market shares and challenges

The key players for soft services and hard services

LO3 Investigate the key aspects and importance of people management, work place productivity, Health and Safety in facilities management

Human resources management:

Employment obligations, professional development, skills, management structure, appraisals, disciplinary and grievances

The benefits and challenges of a culturally diverse workforce

Managing change:

Implications of organisational changes and managing change and its process

Resolving conflicts and issues and communicating changes

Health and Safety:

Health and Safety policies and legislation

Risk assessments and risk management

Fire safety policies and procedures

LO4 Explore the importance of benchmarking best practices, sustainability measures and environmental impact on the hospitality industry

Benchmarking:

Different strategies e.g. continuous improvement, measuring performances, cost centres, service levels

Sustainable management:

Sustainability and corporate social responsibility (CSR) initiatives in hospitality, sustainable design and green buildings, energy and utilities management and strategies

Climate change levy, wastewater management and waste management

Heating, ventilation, air conditioning (HVAC) units and recycling

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p>LO1 Analyse the importance of facility management operations for effective business performance</p>		
<p>P1 Analyse how the facility management operations in a variety of hospitality contexts successfully meet business objectives</p> <p>P2 Explore customer and supplier relationships and why it is important to meet all stakeholder needs and expectations</p> <p>P3 Discuss how and why companies are emphasising space management and ergonomic design</p>	<p>M1 Critically analyse facilities management operations in relation to constant changing Health and Safety regulations</p> <p>M2 Critically evaluate changing IT and communication requirements in facilities management, keeping in mind the cost and customer demands</p>	
<p>LO2 Evaluate the global market trends in facilities management, major players, opportunities and the competition in the hospitality industry</p>		
<p>P4 Analyse the hospitality competitive environment and the key players in the facilities management sector</p> <p>P5 Evaluate the global market drivers and challenges faced by the facilities management sector</p>	<p>M3 Analyse global market trends including in-house versus outsourcing services and the direct and indirect costs involved</p>	

Pass	Merit	Distinction
<p>L03 Investigate the key aspects and importance of people management, work place productivity, Health and Safety in facilities management</p>		<p>D3 Critically analyse HR practices and Health and Safety legislation in supporting effective work place productivity and performance</p>
<p>P6 Examine human resources management issues to be considered during the development of an organisation's strategic plan for facilities management</p> <p>P7 Assess the impact of change management upon strategic development for facilities management</p>	<p>M4 Analyse the importance of effective training and professional development in an organisation's plan for facilities management</p> <p>M5 Analyse key Health and Safety legislation that influences strategic development in facilities management</p>	
<p>L04 Explore the importance of benchmarking best practices, sustainability measures and environmental impact on the hospitality industry</p>		<p>D4 Critically evaluate a range of sustainable measures and initiatives to justify how they develop a successful sustainable facilities management strategy</p>
<p>P8 Examine the critical success factors of benchmarking facilities management</p> <p>P9 Investigate a range of environmental sustainability measures and initiatives and their effect on the business and direct users</p>	<p>M6 Evaluate both positive and negative implications of sustainable measures and initiatives employed in facilities management</p>	

Recommended resources

Textbooks

- ATKIN, B. and BROOKS, A. (2009) *Total Facility Management*. 2nd ed. Chichester: John Wiley and Sons.
- BARKER, I.C. (2013) *A Practical Guide to Facilities Management*. Caithness: Whittles Publishing.
- BOOTY, F. (2009) *Facilities Management Handbook*. 4th ed. London: Butterworth Heinemann.
- ROPER, K. and PAYANT, R. (2014) *The Facility Management Handbook*. 4th ed. New York: AMACOM.

Websites

www.almeda.co.uk	Almeda Sustainable facilities management (Research)
www.bifm.org.uk	British institute of facilities management All pages (Research)
www.europeancleaningjournal.com	European cleaning journal Blog (Article)
www.modbs.co.uk	Modern Building Service Articles (General Reference)
www.strategyr.com	Global Industry Analysts Inc. Market research, facilities management market trend (Article)
www.thisweekinfm.com	This week in Facilities Management Facilities management (General Reference, Research, Articles)

Links

This unit links to the following related units:

Unit 22: Creative

Kitchen

Management

Unit 24: Barista

to Bar

Management

Unit 25: Food

Service

Management

Unit 27: Front Office Operations Management