

Assignment 1 _ Management and Organisational Behaviour _ Julia Glaeseke FINAL

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Mark the Hotel Manager

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'Organisational Behaviour' refers to the "understanding, prediction and control of behaviour of people within an organisational setting" (Mullins and McLean, 2019, p.4) and one important element to it is 'leadership' (Mullins and McLean, 2019), the person's ability to influence, motivate and guide others towards organisational success (Nayar, 2013). Ideally, good managers are also good leaders, controlling a group to achieve the organisational goals and objectives (Mullins and McLean, 2019). The 'Blake and Mouton Managerial', or 'Leadership' Grid provides managers with an understanding of their management style (Mullins and McLean, 2019) and the Adair's 'Action Centred-leadership' (ACL) model evaluates the effectiveness of leaders in terms of task, team and individual needs (Mullins and Christy, 2016). This essay will focus on Mark Jenkins, the owner and General Manager of the Grosvenor Hotel in Torquay. The former millionaire bought the 168-bed hotel seven months ago, aiming to become the number one wedding venue and sea-side holiday destination. Above-mentioned models will be applied to understand and critically evaluate Mark's management style and effectiveness as a leader in terms of organisational success.

clear introduction

It is essential to understand Mark's management style in order to identify strategies that may need to be implemented to help him lead the hotel effectively (Chartered Management Institute, 2015). This process is based on three steps:

Step one is to identify Mark's management style (Indeed, 2021) by selecting situations where Mark acts as a leader and placing them onto the Blake and Mouton Managerial Grid. The latter "provides five basic combinations of degree of concern for production coupled with degree of concern for people" (Mullins and McLean, 2019, p. 388).

1,1 'Impoverished Management' (Mullins and McLean, 2019) - low focus on getting the job done and little interest in motivating team members (Business to You, 2020). Results are disorganised, dissatisfied and disharmonious employees. Some supporting evidence suggests Mark is an impoverished manager: Head Chef Jenna informs Mark that she desperately requires assistance in the new Gourmet Steak & Fish House, but instead, he tells her "you need to get organised in the kitchen". Mark is more concerned about keeping payroll costs low, than about helping his struggling employee. However, Mark shows a high concern for production, by aiming to attract a wealthier clientele with his upmarket restaurant.

good discussion

9,1 'Authority-Compliance Management' (Mullins and McLean, 2019) - focus on results and control, but no consideration of the team's needs. Although this management style can produce good results at first, the resulting low employee morale will eventually affect performance and decrease retention (Bhasin, 2020). There is strong supporting evidence that Mark is an authority-compliance manager. To make a profit and attract families, Mark offers a

`dolphin racing' event to entertain kids and parents, which is a success. However, Mark's game rules are highly confusing to the staff and guests, which leads to Mark swearing and shouting "nobody can do anything but me". Another exemplary situation is where Mark announces Christian as Philips successor as an Event Manager. Mark does not care that Christian has no previous wedding planning experiences, and simply wants the job done. Over time, the stress and lack of training causes Christian to resign.  1

5,5 `Middle-of-the-Road Management' (Mullins and McLean, 2019) - tries to balance concern for results and people, but always compromises and therefore fails to inspire high performance, or to meet team members' needs (Juneja, 2020). There is some supporting evidence that Mark is a "status quo" manager, as he attempts to boost employee morale with an `employee of the month award'. However, it backfires as he hands out the award to lifeguard Ryan, casting aside his truly valuable employees, like Alisc  2 Mark is too highly concerned for production to be considered Middle-of-the-Road Management, as he constantly creates guest entertainments to boost revenue.

1,9 `Country Club Management' (Mullins and McLean, 2019) - most concerned about team needs and feelings, resulting in a fun and relaxed workplace (Islam and Bhattachar, 2019). Productivity suffers because of the lack of direction and control from the manager (Indeed, 2021). There is no supporting evidence showing Mark with such a management style. Mark is highly concerned for production, having numerous events such as Thursday `Party Nights' where he performs for entertainment. He has no concern for his employees; when asked if he cares what his employees think of him, he replies: "I am not really bothered by it".  3

9,9 `Team Management' (Mullins and McLean, 2019) - passionate about work, motivating employees, flexible and open to change, which creates mutual trust and respect (Boddy, 2014). According to Blake and Mouton, this is the most effective management style. There is only some supporting evidence suggesting Mark as a Team Manager, with regards to his flexibility and passion for work. For Christmas, Mark forgets to prepare a vegetarian menu, but when realizing, he rushes to find alternatives. Furthermore, Mark solved an overbooking issue by swiftly moving guests to his other hotel across the road.

There is no evidence that Mark has a 'paternalistic' or 'opportunistic' management style as he neither has concern for people, nor does he adapt his management style (Mullins and Dossor, 2013).  4

Step two is to identify areas in which Mark can improve and develop his leadership skills (Indeed, 2021). Mark's management style relates best to one of an `Authority-Compliance

Manager', which means there is an imbalance between concern for production and people. This imbalance suggests that Mark needs to implement strategies to help him improve his leadership style (Scouller and Chapman, 2020). One approach to improve his concern for people may be to include daily ten-minute team briefings, to allow employees to ask questions, give feedback and discuss challenges or achievements (Powell, 2007). This may ensure staff contentment and productivity. Further, Mark may develop team-building exercises, improve his communication with the team, work on his mentoring skills and show empathy towards his staff. With this improvement plan in place, Mark can move towards becoming a better and more effective leader (Indeed, 2021).

Step three is to put Mark's Authority-Compliance Management style into context (Indeed, 2021). Mark is faced with economic hardship and has one summer to save the hotel. Under such extraordinary circumstances it might be acceptable to put more emphasis on production rather than people, for immediate, short term gains (Expert Program Management, 2021). Latest by Christmas, however, he should have turned his focus towards his employees, guide them and build a basis of trust.

Mark's severely low concern for people may stem from his lack of emotional intelligence (Mullins and Christy, 2016), decreasing employee productivity and retention rates (Belyh, 2019). This might also be the reason as to why his business is suffering, and not, for example, due to low occupancy rates, as these are regularly at 100%. If Mark works on improving his empathy, his leadership will improve and so will his hotel (Mullins and Christy, 2016).

According to Newborough, the Managerial Grid has not lost its importance today. Limitations, however, are its overly simplistic approach focusing exclusively on the leader (Expert Program Management, 2021). good

The 'Action Centred Leadership' (ACL), or 'The 3 Circles Model', was developed in the 1960's by John Adair (Expert Program Management, 2021). Adair's model suggests that there are three key functions of managerial leadership: Task, Team, Individual. Represented by a diagram of three overlapping circles, where each of the three elements alone and in the interaction with each other are essential to being an effective leader (Adair, 2009).

In practice, balancing the three core areas of management responsibility means that not all three circles necessarily have the same size, instead, each circle size reflects the proportion of the amount of attention being given. The ACL model is simple to use, easy to remember, but challenging in terms of achieving balance (Expert Program Management, 2021).

An effective leader achieves *tasks* by establishing “objectives and defining group tasks; organising the work, roles and responsibilities; controlling the quality and overall performance” (Mullins and McLean, 2019, p.339).

One may argue that Mark is an effective leader, because his tasks are clearly defined. For instance, Mark tells barkeeper Zach to set himself a target of selling a certain amount of drinks, and if he performs well, he will receive a bonus. The task objective is always to increase revenue. Mark in general is disorganized, for instance, the manual booking system with books, coloured pens and tipex is outdated, leads to errors and even situations of overbookings. The constant, daily chaos created is disturbing to staff, eventually resulting in resignations and staff high turnover rates. Mark's leadership effectiveness diminishes when achieving a task includes managing the team or individual. For instance, wedding coordinator Philip resigns a day before the wedding. Instead of equally splitting the task between the employees, Mark places all responsibilities onto Christian. This causes chaos, and the bride threatens to cancel the wedding. Mark does not actively monitor and control the staff performance and he neither praises nor corrects his staff's behaviour. Instead, he constantly complains about his employees towards guests saying his “staff are a headache”.

good discussion

An effective leader manages the *teams* by “maintaining morale and team spirit; maintaining standards and discipline; training and communication within the group” (Mullins and McLean, 2019, p.339).

Mark recognises the importance of employee morale, saying “it is the staff which makes the hotel, the building is secondary”. He attempted, but failed to maintain employee morale during the stressful summer months with an ‘employee of the month award’, as he gave the award to the employee with the least workload and responsibilities. Mark's inability to maintain employee discipline suggests that he cannot be an effective leader. For ‘Singles Night’ Mark employs his staff as undercover guests, but instead of trying to revive the bar as they were tasked to do, they take full advantage of their situation and get intoxicated instead. Mark fails to communicate with his staff. For instance, Mark moved the ‘happy hour’ by one hour forward without informing barkeeper Zach. The unattended bar left the guests confused and with no drinks, and Mark without the extra cash. Another example, Mark spontaneously hired Steve to fill an open position but failed to inform the restaurant manager, who also hired someone for the same position. Hence, Mark is not leading effectively.

good evaluation

An effective leader manages the *individuals* of a team by meeting their needs and “attending to personal problems; giving praise and status; reconciling conflicts between group needs and needs of the individual” (Mullins and McLean, 2019, p. 339).

When Mark became aware that his housekeeper Jenna is a trained chef, he decided to help

advance her career, by promoting her to Head Chef of his new restaurant. This suggests that Mark is able to exceed his team member's needs and therefore is an effective leader. Mark failed to understand the "unique needs, fears and motivations" (Expert Program Management, 2021) of each of his team members. For example, he rejected Alison's request for annual leave of Christmas to spend time with her new-born child. Consequently, Alison called in sick and Mark was left struggling to run the hotel by himself over Christmas. Mark has also given no recognition or praise to any of his staff members for their help in achieving the tasks. For instance, to Christian for coordinating the majority of the wedding, or to Alison for stepping in to hold the Christmas team briefing for him.

According to John Adair, there are eight core leadership functions that must be performed in order to successfully fulfil the three key elements of managerial leadership (The British Library, 2017). These include defining the task, planning, briefing, controlling, evaluating, motivating, organising, and setting an example (Team Building, 2021). Overall, Mark shows a positive approach and fulfils all functions to a certain extent, but there is ample room for improvement. With appropriate training, Mark has the potential to be an effective leader.

To conclude, Mark's preferred management style on the Blake and Mouton Managerial Grid is 'Authority-Compliance'. He is highly focused on delivering results and has no consideration for his staff. This management style may decrease employee productivity and retention rates over time (Belyh, 2019). Thus, Mark's severely low concern for people may be the main reason as to why his hotel is barely surviving, even with an occupancy rate of 100% at all times. Once he learns to be more empathetic towards his staff, he will become a better and more effective leader (Mullins and Christy, 2016). The ACL model shows that Mark places his main focus on achieving tasks, and little to none on maintaining team or individual needs. He is unable to balance his efforts across the three areas of managerial responsibility (task, team, individual), and does not vary his efforts according to situation or over time. This, however, is necessary to be a truly effective leader (Expert Program Management, 2021). Both theory models in principle show the same results; Mark predominantly focuses on tasks and neglects his staff's needs. Although Mark's hotel is no longer a loss-making business, his limited leadership skills prevented him from achieving his initial objective of becoming the number one seaside destination.

well concluded

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GRADEMARK REPORT

FINAL GRADE

83/100

GENERAL COMMENTS

Instructor

Assignment 1 Feedback Summary:

Julia Glaeseke

Common Assessment Criteria Applied

1. Engagement with Literature Skills 8/10

(including reading, referencing, academic conventions and academic honesty)

Wider reading evident with good use of key, relevant academic sources. Take care not to source theory from generalised, non-academic sources. Harvard rules are applied well. Well referenced in terms of citations.

2. Knowledge and Understanding Skills 17/20

(Sound knowledge and critical understanding of the well-established concepts and principles in their field of study;

knowledge of the main methods of enquiry in the discipline.)

You demonstrate a clear and effective understanding of both models. They were briefly defined before their application. Some could have been extended (see comments).

3. Cognitive and Intellectual Skills 25/30

(Critical evaluation and analysis of concepts and principles; argument and judgement; the limits of their knowledge,

and how this influences their analyses and interpretations.)

You offer a critical perspective throughout your work with well selected examples, which were explored in some depth. Effective critical analysis

and evaluation evident throughout, although you could perhaps develop a more balanced argument at times – 'on the other hand...' can help do this.

You do extend the discussion beyond the tasks set in places, and could refocus on what Mark's key style is and develop in greater depth through the deployment of additional examples.

4. Practical Application Skills 25/30

(Apply underlying concepts and principles more widely outside the context in which they were first studied;

use a range of established techniques; propose solutions to problems arising from analysis.)

Your application of the models is effective and clear throughout. You integrate your examples well to illustrate the points of theory and offer a critical perspective on Mark as the case study manager. You also offer solutions in terms of improving his overall performance in terms of people management.

5. Transferable Skills for Life and Professional Practice 8/10

(Effectively communicate in a variety of forms to specialist and non-specialist audiences; the qualities and

transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.)

Well-structured, argued and coherently written. The introduction could be more succinct and plainly state the tasks. Clearly expressed work overall

Mark 83/100

Assessment marks are subject to ratification at the Exam Board.

These comments and marks are to give feedback on module

work and are for guidance only until they are confirmed.

Comment

Excellent work Julia. Strong critical evaluation throughout supported by good examples. Very well done.

PAGE 1

PAGE 2

QM

clear introduction

clear intro

QM

good discussion

good discussion

PAGE 3



Comment 1

ok but connect this example with some evaluation - why does it show this style?



Comment 2

evaluation? impact on the other, more deserving candidates?



Comment 3

so why discuss? the task asks you to identify his preferred style



Comment 4

omit?

PAGE 4

QM

good

good

PAGE 5

QM

good discussion

good discussion

QM

good evaluation

good evaluation

PAGE 6

QM

well concluded

well concluded

PAGE 7

QM

academic sources

academic sources are needed

Additional Comment

always source theory from them

PAGE 8
