

Scenario 1

Flat Organisational Structure

You are working at a small, family-owned boutique hotel that follows a flat organisational structure. The hotel has 15 staff members, and everyone, including the General Manager (GM), works closely together. The GM has an open-door policy, and there are no middle managers. Each employee is expected to take on a range of responsibilities, and the teams often need to make quick decisions on their own.

One busy weekend, the hotel is fully booked for a large wedding event, and several issues arise at once:

- The housekeeping team is short-staffed and struggling to get all the rooms cleaned in time for the wedding guests.
- The front desk receives complaints about long check-in lines and slow service.
- The restaurant is dealing with a backlog of orders because the kitchen staff is overwhelmed.
- The GM is handling a personal emergency and is unavailable to help.

With a flat structure, everyone is expected to pitch in and solve these problems, but there's no middle manager to guide the teams.

Scenario 2

Team Based Organisational Structure

Imagine you are the manager of a new hotel that has just opened. You've decided to implement a team-based structure for all departments to ensure smooth operations and excellent guest service. The hotel consists of several key teams: Front Desk, Housekeeping, Food & Beverage, Maintenance, and Guest Relations.

On the first day of operation, the hotel receives a large group of guests for a business conference, and the hotel is fully booked. At check-in, a few guests have complaints about their rooms (e.g., the room temperature is too cold, the shower isn't working, or the room hasn't been cleaned properly). Additionally, the restaurant is experiencing a delay in food service, and several rooms need maintenance repairs.

Each team has specific responsibilities, but they will need to collaborate to ensure everything runs smoothly. Some teams need to prioritise urgent issues while others need to continue providing services.

As a team manager, your goal is to quickly resolve the issues and ensure the guests' satisfaction.