

Management and Organisational Behaviour

The Role of the Manager & Managerial Behaviour Effectiveness

Lecture will start at 1pm

Recap



Last week we discussed:

- Why organisations exist
- Learned about renowned hotel brands
- Distinguished between the different types
- Identified ways of classifying organisations

Some ways of classifying organisations

- Public/Private/Not-for-Profit
- Formal/Informal
- Product/Service
- By major purpose
- By prime beneficiary
- By primary activity



Private and public sector organisations

Private sector

- Owned and financed by individuals, partners or shareholders accountable to their owners or members.
- Main aim is of a commercial nature, such as profit, return on capital employed, market standing or sales levels.

Public sector

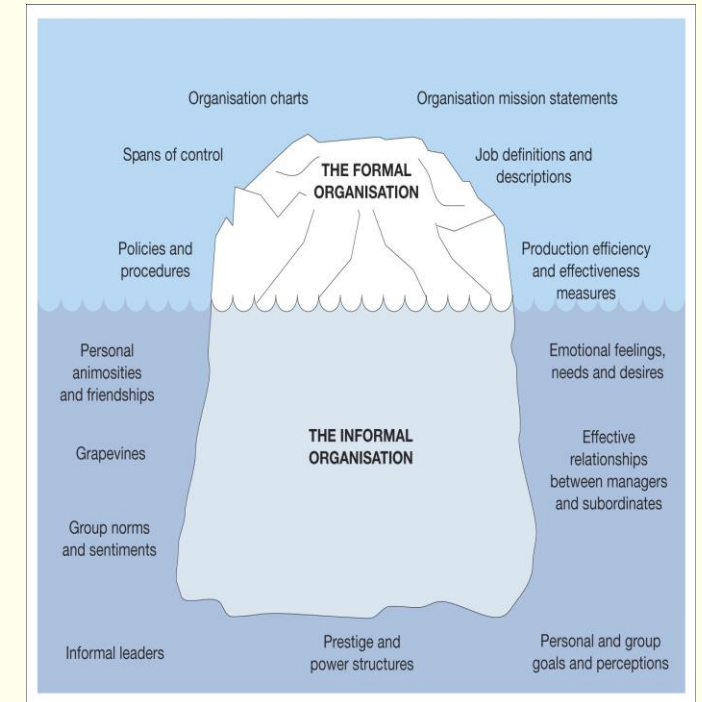
- Created by government and financed through taxation, accountable to the electorate.
- Do not generally have profit as their goal but have a political or welfare purpose.

Give an example for each sector (remember week 1?)



The formal and informal organisation – What is the difference?

Aspect	Formal Organisation	Informal Organisation
Definition	A structured setup with defined roles and relationships organised to achieve specific goals.	A network of personal and social relationships that arise spontaneously as people associate with one another in a formal organisation.
Purpose	To achieve specific objectives , such as profitability, service delivery or educational goals.	To satisfy the social and psychological needs of members , such as friendship, support and shared interests.
Structure	Typically hierarchical , with clear lines of authority and a systematic arrangement of roles.	Lacks a defined structure and is typically flat, with relationships determined by personal preferences.
Rules and Regulations	Governed by formal policies , procedures and standards.	Operated by unwritten norms , customs and conventions.
Communication	Often follows official channels and formal lines of communication.	Relies on informal channels , which may include gossip, rumour and unofficial meetings.
Leadership	Leadership is designated by position and authority within the organisation.	Leadership is often determined by social influence and may not coincide with the formal hierarchy.



Lysons (1997)

Classification by Product/Service

This classifies organisations by **what they provide**:

- **Product organisations:** Produce physical goods (e.g. car manufacturers)
- **Service organisations:** Provide intangible services (e.g. hotels)
- Some do both

Classification by Major Purpose

This looks at **why the organisation exists overall.**

For example: **Profit generation, social welfare, education, healthcare, religion, entertainment**

Example: A university's major purpose is education and research.

Classification by Prime Beneficiary

This asks **who benefits most** from the organisation's activities:

Owners/shareholders, members, clients/customers, the public/society

Examples:

- A charity's prime beneficiary is the community it serves
- A company's is typically shareholders.

Classification by Primary Activity

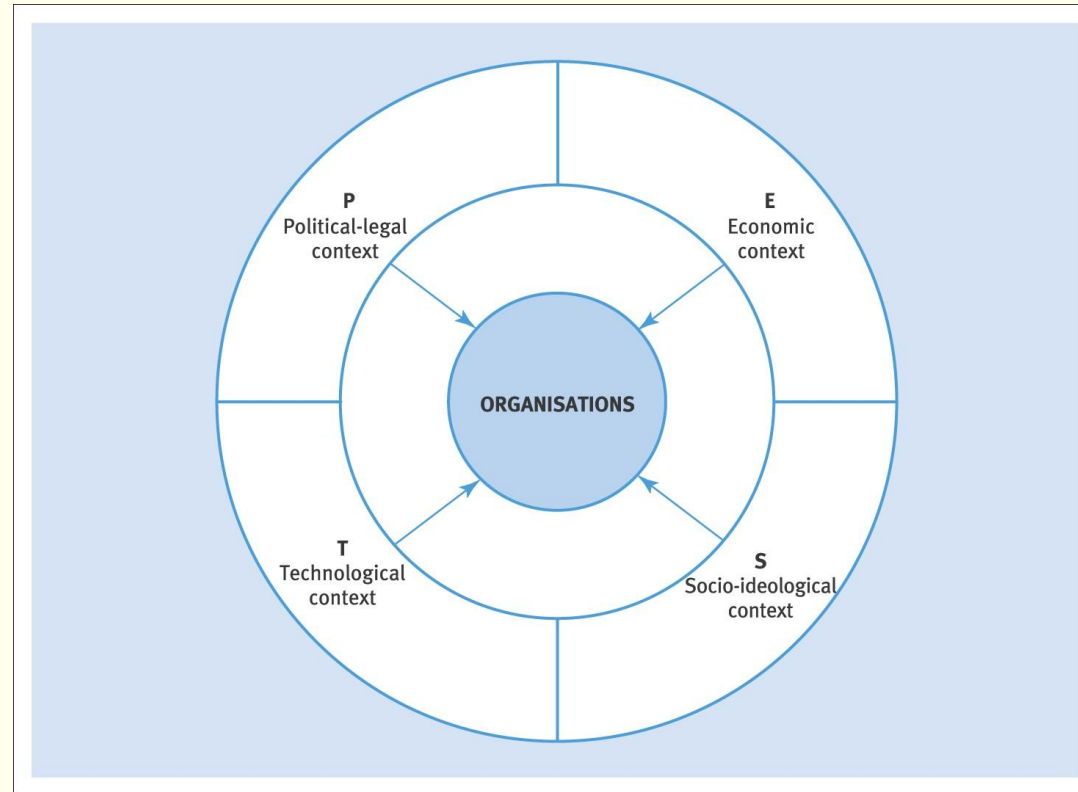
This focuses on **what the organisation mainly does** day-to-day:
Manufacturing, retail, research, regulation, service delivery

The 'first order' function of the organisation determines the classification:

- **Productive or Economic**
 - Concerned with wealth creation, public service
- **Maintenance**
 - Concerned with socialisation of people
- **Adaptive**
 - Concerned with research and the pursuit of knowledge, theory testing
- **Managerial or political**
 - Concerned with social order, control

Katz & Khan (1978)

What influences organisations?



Rollinson (2008)

Political future

- Political parties and alignments at local, national and European or regional trading-bloc level
- Legislation, e.g. on taxation and employment law
- Relations between government and the organisation (possibly influencing the preceding items in a major way and forming a part of future corporate strategy)
- Government ownership of industry and attitude to monopolies and competition

Socio-cultural future

- Shifts in values and culture
- Change in lifestyle
- Attitudes to work and leisure
- 'Green' environmental issues
- Education and health
- Demographic changes
- Distribution of income

Economic future

- Total GDP and GDP per head
- Inflation
- Consumer expenditure and disposable income
- Interest rates

- Currency fluctuations and exchange rates
- Investment by the state, private enterprise and foreign companies
- Cyclicalities
- Unemployment
- Energy costs, transport costs, communications costs, raw materials costs

Technological future

- Government and EU investment policy
- Identified new research initiatives
- New patents and products
- Speed of change and adoption of new technology
- Level of expenditure on R&D by organisation's rivals
- Developments in nominally unrelated industries that might be applicable

Environmental future

- 'Green' issues that affect the environment
- Level and type of energy consumed – renewable energy?
- Rubbish, waste and its disposal

Legal future

- Competition law and government policy
- Employment and safety law
- Product safety issues

Lynch (2006)

In-Class Activity: Investigating Key Issues Affecting Hotels

What are the key issues affecting hotel organisations?

In-Class Activity: Investigating Key Issues Affecting Hotels

- Labour shortages and staff retention
- Rising operational costs (inflation, energy prices)
- Guest expectations and service quality
- Technology advancements (AI, automation, digital check-in)
- Sustainability and environmental concerns
- Competition from alternative accommodations (e.g. Airbnb)
- Health and safety regulations (post-pandemic concerns)

MarketLine

- **Comprehensive Company Profiles**

Detailed financials, SWOT analyses, key executives and business descriptions for thousands of global companies

- **Industry & Market Reports**

In-depth research covering industries across multiple countries and regions

- **Country Intelligence**

Economic indicators, political analysis and business environment assessments

MarketLine

- **Competitor & Sector Analysis**

Benchmarking tools and comparative data for strategic planning

- **News & Insights**

Business news, sector developments and analyst commentary

- **Data & Forecasts**

Market size data, growth forecasts and macroeconomic statistics



Activity (10 minutes):

Explore MarketLine – how can it be used for your assignment (business report)?

Today's Objectives

- To look at what managers do
- To consider their organisational impact
- To evaluate managerial effectiveness
- To consider time management

What's the Relevance to Management?

**'Give a man a fish, and he
eats for a day.
Teach a man to fish, and
he eats for a lifetime.'**

(Lao Tze)



Management can be regarded as 'Making things happen'

- Getting things done through others within a structured organisational setting
- Prescribed roles, systems & procedures
- Being directed towards achieving aims and objectives
- Using scarce resources in the best way
- Coping with change and uncertainty



Discussion

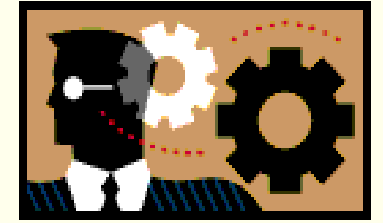
What is the main role
of a manager?

A manager's main job is...

- To inspire employees to do their best
 - To establish a working environment that lets them achieve their goals
 - To remove obstacles in the organisation that stop people from doing their jobs effectively
 - To get people the resources they need
 - To train them
- To do their jobs effectively



Group Activity



**What key skills do you need to
get things done through
others?**

Expected Key Skills

- ✓ **Communication:** Clearly articulating goals, expectations and feedback is crucial to guide and motivate others
- ✓ **Delegation:** Knowing how to assign the right tasks to the right people, considering their skills and capacities
- ✓ **Motivation:** Understanding what drives your team members and using this knowledge to encourage productivity and engagement
- ✓ **Empathy:** Being able to understand and share the feelings of another, which can foster a supportive and collaborative environment
- ✓ **Conflict Resolution:** Being able to identify and address disagreements or conflicts within a team efficiently and constructively

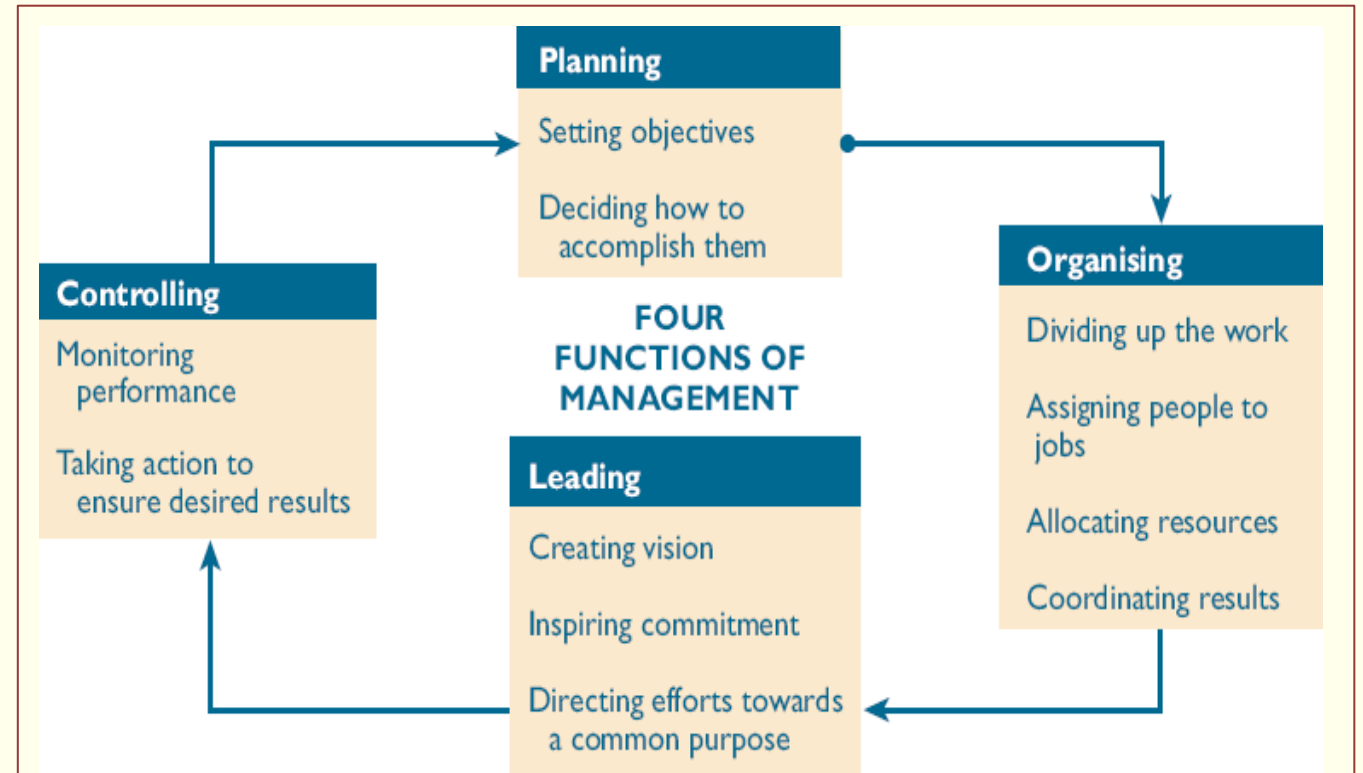
Expected Key Skills (contd.)

- ✓ **Problem-Solving:** Guiding others in navigating challenges and finding effective solutions
- ✓ **Decision Making:** Making informed and timely decisions that affect others and standing by them
- ✓ **Leadership:** Inspiring and leading by example, setting the tone for the work ethic and culture
- ✓ **Influence:** Having the ability to persuade and convince others to understand and accept your ideas or the tasks at hand
- ✓ **Adaptability:** Being able to adjust strategies and approaches when dealing with different people or changing circumstances
- ✓ **Mentoring and Coaching:** Providing guidance and feedback to help others grow and improve their skills

What managers do.... Can you remember?!

Clue: There are 4 main functions

P _ _ _ _ _ PLANNING
O _ _ _ _ _ ORGANISING
L _ _ _ _ _ LEADING
C _ _ _ _ _ CONTROLLING



Peek, S. (2023)

Management Theory of Henri Fayol (1949)

What does a manager do?

A manager's work depends on:

- The type of structure
- Activities and tasks involved
- The nature of people employed
- Technology and methods of performing work
- The level in the organisation at which the manager is
- The nature of the organisation, its philosophy, objectives and size



Why do organisations need managers?

Mintzberg: 6 purposes of the manager:

1. To ensure the organisation serves its basic purpose.
2. To design and maintain the stability of operations.
3. To take charge of strategy-making and adaptation to changing environment.
4. To ensure the organisation serves the ends of those who control it.
5. To be the key informational link between the organisation and the environment.
6. As formal authority to operate the organisation's status system.

Mintzberg (1979)

Do you agree?

‘People respond according to the manner in which they are treated. The majority of staff come to work eager to do a good job and to perform to the best of their abilities.

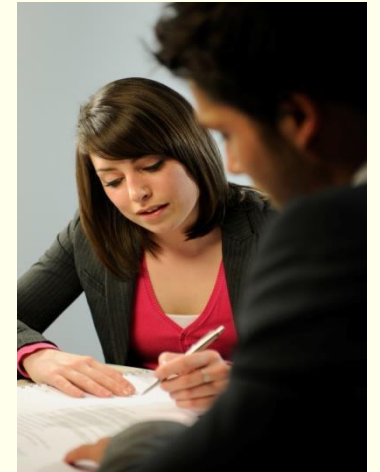
‘Therefore, if individual performance fails to match the ideal, this is a result of poor management.



Managing people

‘Treat people with politeness, respect and dignity and in doing so create a strong role model for others to follow. Building a reputation of fairness gives you a buffer against the times when the policy is wrong, or you behave badly.’

Warren Buffett (2021)



Acas framework for mental health at work



Our shared goal:
positive wellbeing and productive workplaces

(ACAS, 2023)

Employers

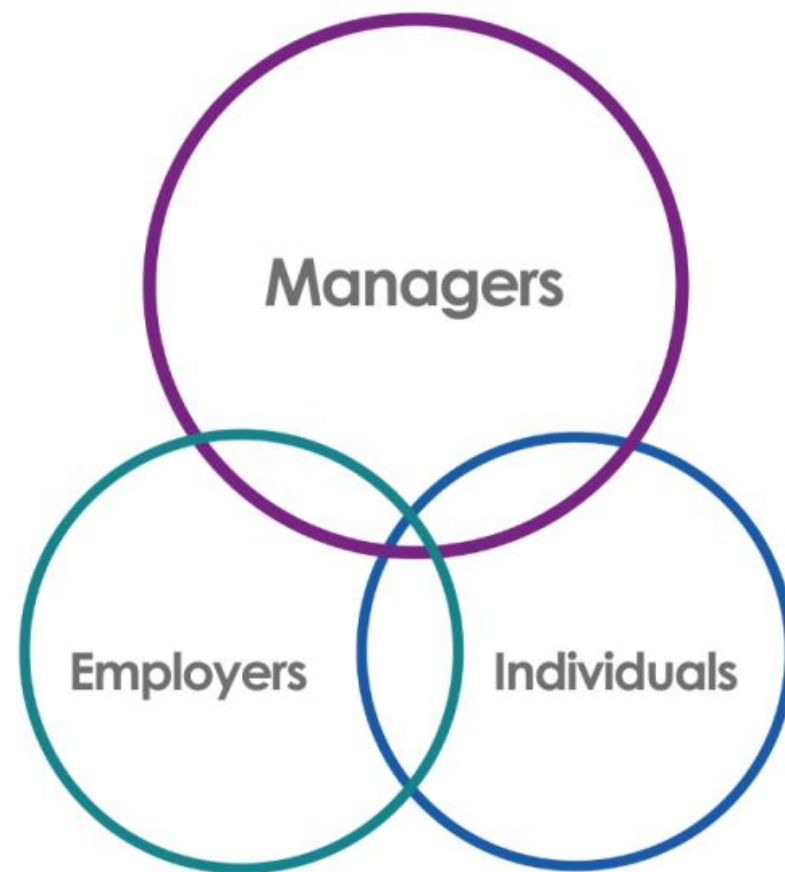
- Lead and embed a wellbeing strategy
- Reduce stigma
- Tackle the causes of workplace stress
- Support and train managers
- Understand the impact personal issues can have on mental wellbeing



(ACAS, 2023)

Managers

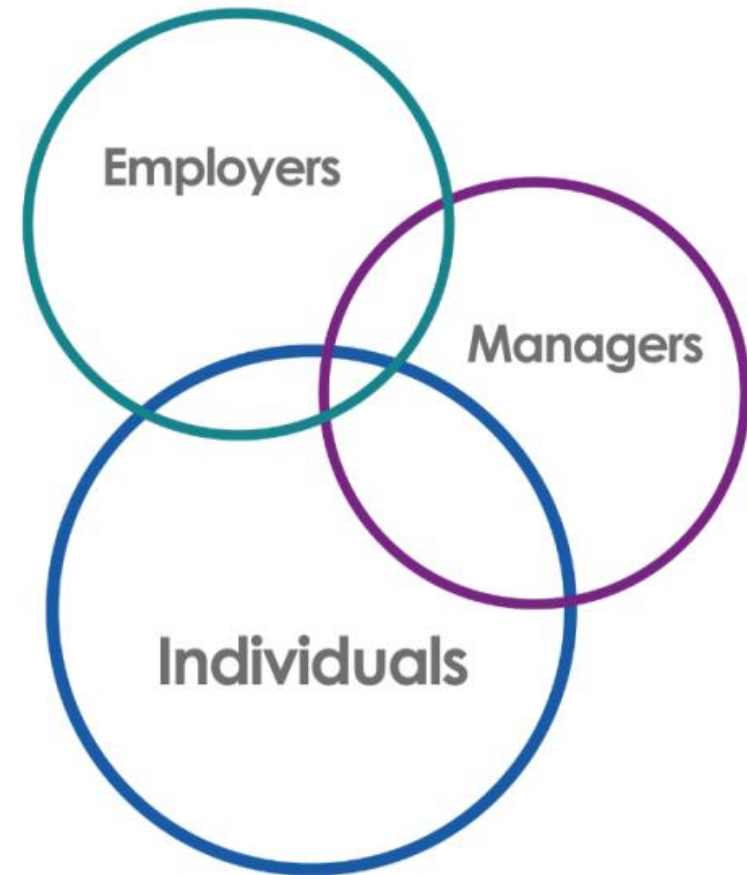
- Build rapport
- Plan work with people in mind
- Have confidence and knowledge in managing mental health
- Handle difficult conversations effectively
- Support work-life balance



(ACAS, 2023)

Individuals

- Look after their own wellbeing
- Use positive coping strategies
- Identify personal stress triggers
- Engage with line managers
- Take notice and support colleagues



(ACAS, 2023)

Golden Rule Management: Mary Kay Ash

- Trust people fairly but according to merit
- Make others feel important
- Motivate people by praise
- Encourage feedback
- Sandwich every bit of criticism between two layers of heavy praise
- Have an open-door philosophy
- Help other people get what they want
- Never hide behind policy or pomposity



(Ash, 2008)

*"Take care of associates and they will
take care of the customers."*



Recap



Today we have discussed:

- **To look at what managers do**
- **To consider their organisational impact**

Reference list

ACAS (2023) *Acas framework for mental health at work*. Available at: <https://www.acas.org.uk/sites/default/files/inline-files/Acas-framework-for-positive-mental-health-at-work-may-2023.pdf> (Accessed: 5th February 2026).

Adair, J. (1979) *Action-Centred Leadership*. Gower Press, p.10.

Ash, M.K. (2008) *The Mary Kay Way: Timeless. principles from America's greatest woman entrepreneur*. John Wiley & Sons Inc.

Blake, R., & Mouton, J. (1964) *The Managerial Grid: The Key to Leadership Excellence*. Gulf Publishing Company.

Drucker P.F. (2007) *The Practice of Management, Classic Drucker collection*. Butterworth-Heinemann.

Luthans, F. (1988) 'Successful vs. Effective Real Managers', *The Academy of Management Executive* (1987-1989), Vol. 2(2), 127–132.

McGregor, D. (1960) 'Theory X and Theory Y', *Organization Theory*, Vol. 358(1), 5.

Mulder, P. (2025) *Mintzberg's Organizational Configurations: the Basics*. Available at: <https://www.toolshero.com/change-management/mintzberg-organizational-configurations/> (Accessed: 5th February 2026).

Reference list

Mintzberg, H. (1979) *The Structuring of Organizations: A Synthesis of the Research*. Prentice-Hall.

Moorcroft, R. (2000) 'Managing in the 21st century', *Manager, The British Journal of Administrative Management*, January/February, p. 10. Reproduced with permission from The Institute of Administrative Management.

Mullins, L.J. (2007) *Management and Organisational Behaviour*. 8th ed. Pearson Education, p.76.

Pareto, V. (1906, 1848-1923) *Vilfredo Pareto Rule-Bing*. Available at:
<https://doi.org/10.1017/CBO9780511807763>

Peek, S. (2023) *Management Theory of Henri Fayol*. Available at: <https://www.business.com> (Accessed: 17th January 2026).

Tzu, L. (1996) *Tao Te Ching* (A. Waley, Trans.). Wordsworth Editions.