

Management and Organisational Behaviour

Introducing Organisations

Lecture will start at 9:30am

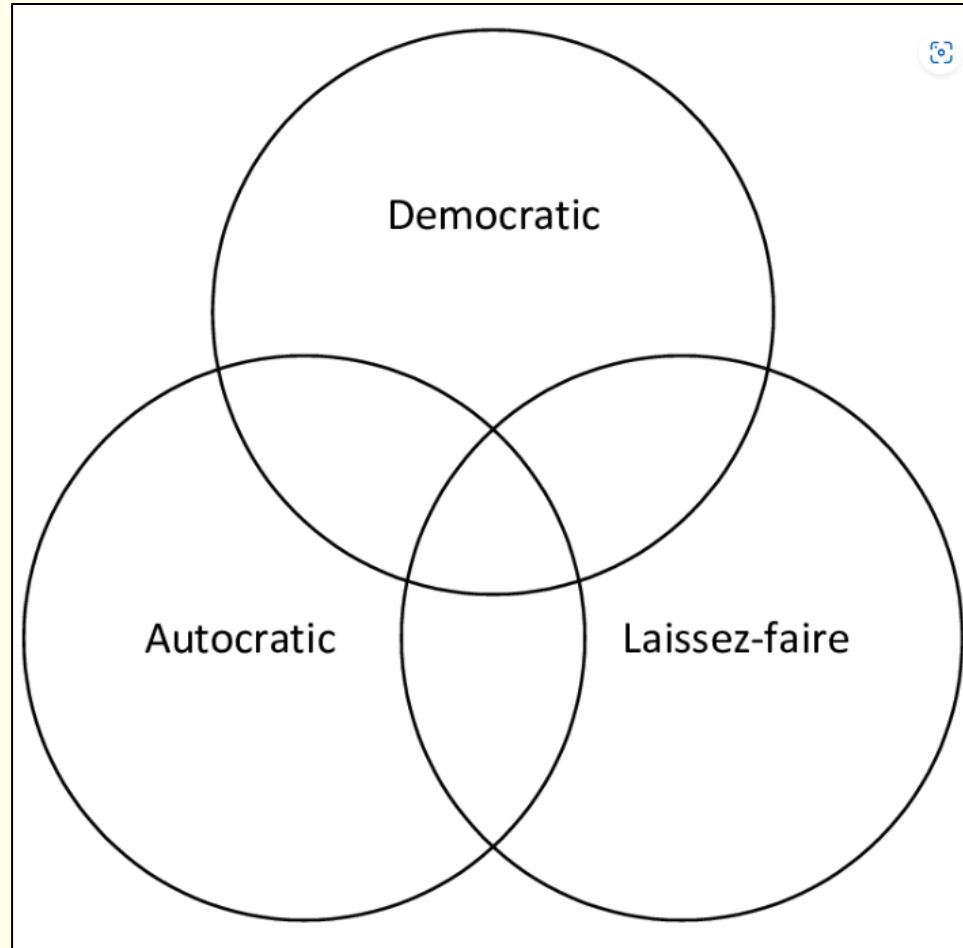
Recap



Last week we discussed:

- The meaning of main approaches to leaderships
- Introduced Leadership theories:
 - Autocratic vs Democratic vs Laissez-Faire
 - McGregor X and Y
 - Blake and Mouton Managerial Grid
 - Adair ACL
 - Adair's model of Action Centred Leadership (ACL)

Autocratic vs Democratic vs Laissez-faire



Kurt Lewin's
Leadership Model
from the 1930s

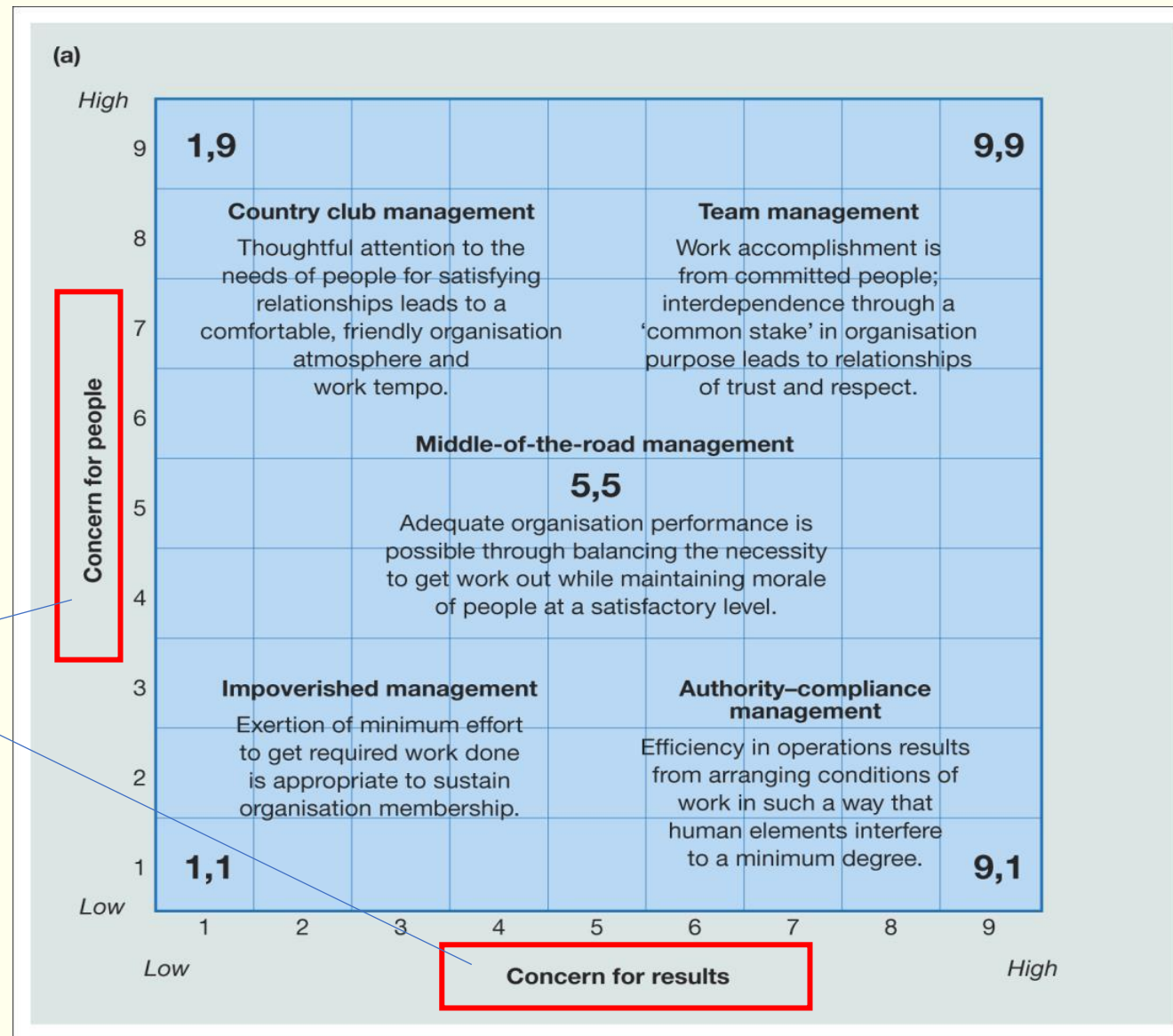
Lewin (1930)

A view of the Blake and Mouton Managerial Grid

The categories or 'styles' are determined by these two dimensions:

- Concern for production
(*results*)

- Concern for people



Blake & Mouton (1964)

Leadership Grid style definitions

**9,1
Authority-
compliance
management**

Managers in this position have great concern for production and little concern for people. People are seen as 'tools' for production. They demand tight, unilateral control in order to complete tasks efficiently. They consider creativity and human relations to be unnecessary.

**1,9
Country club
management**

Managers in this position have great concern for people and little concern for production. They try to avoid conflicts and concentrate on being liked, even at the expense of production. To them the task is less important than good interpersonal relations. Their goal is to keep people happy. (This is a soft Theory X and not a sound human relations approach.)

**1,1
Impoverished
management**

This style is often referred to as *laissez-faire*. Leaders in this position have little concern for people or productivity. They avoid taking sides and stay out of conflicts. They do just enough to maintain group membership.

(Mullins, 2007)

Leadership Grid style definitions (Continued)

5,5 Middle-of- the-road management

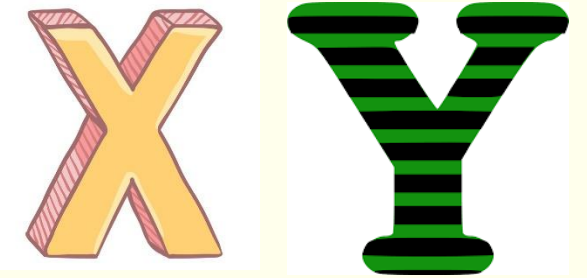
Leaders in this position have medium concern for both people and production. They rely on tried and true techniques and avoid taking untested risks. They attempt to balance their concern for both people and production, but are not committed strongly to either. Conflict is dealt with by avoiding extremes and seeking compromise rather than sound resolution.

9,9 Team management

These managers demonstrate high concern for both people and production. They work to motivate employees to reach their highest levels of accomplishment. They explore alternatives openly and aggressively. They are flexible and responsive to change. This style is considered ideal.

(Mullins, 2007)

McGregor's X and Y Theory



The theory is used to describe human behaviour at work and McGregor placed in two sides

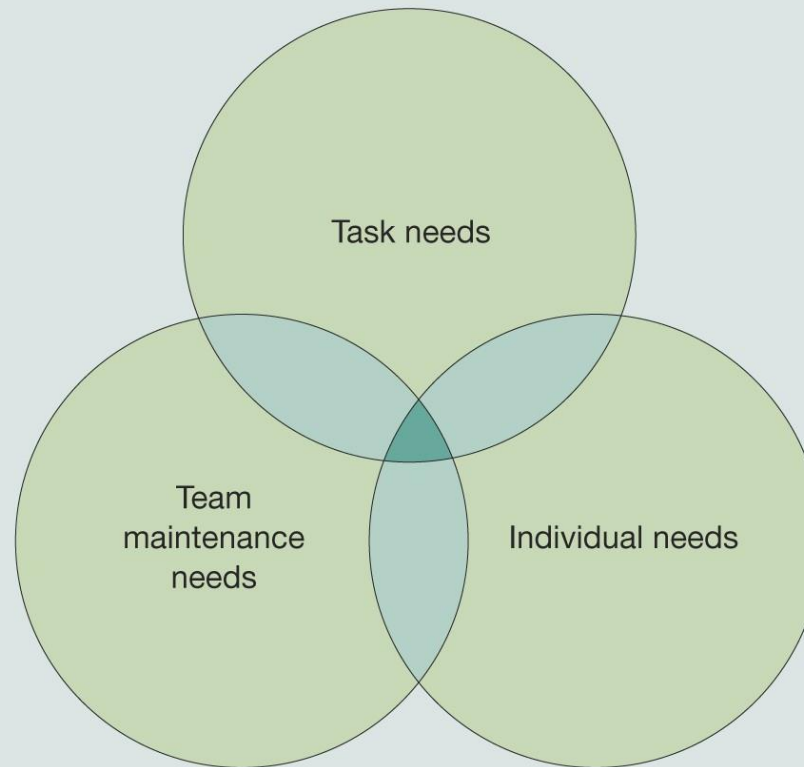
Theory X and Theory Y are two extremes!

McGregor did not indicate workers would be one or the other. But, more likely that people fall on spectrum somewhere between the two extremes

X or Y ?



Action-centred leadership



Adair (1979)

Task functions



- Achieving the objectives of the work group
- Defining group tasks
- Planning the work
- Allocation of resources
- Organisation of duties and responsibilities
- Controlling quality and checking performance
- Reviewing progress

Adair (1979)

Team functions



- Maintaining morale and building team spirit
- The cohesiveness of the group as a working unit
- Setting standards and maintaining discipline
- Systems of communication within the group
- Training the group
- Appointment of sub-leaders

Adair (1979)

Individual functions

- Meeting the needs of the individual members of the group
- Attending to personal problems
- Giving praise and status
- Reconciling conflicts between group needs and needs of the individual

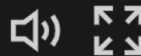


Adair (1979)

Quiz Leadership quizz



A series of multiple choice questions.
Tap the correct answer to proceed.



wordwall.net/resource/67653873



Access: <https://wordwall.net/resource/67653873>

Who is Craig Poole?

Who is Craig Poole?

What sort of managerial style does he portray?

If you could link him to one of the leadership theories, which one would most closely define his style?

FOLLOW ME

and I Will Be Behind You



Access:

[Follow Me and I
Will Be Behind
You FULL
DOCUMENTARY](#)

Today's Objectives

1. To explain what is an organisation and learn about renown hotel brands
2. To distinguish between the different types
3. To identify ways of classifying organisations



Organisations



eden project



Organisations are...

'...social constructs created by groups in society to achieve specific purposes by means of planned and co-ordinated activities.'

These activities involve using human resources to act in association with other inanimate resources in order to achieve the aims of the organisation.'

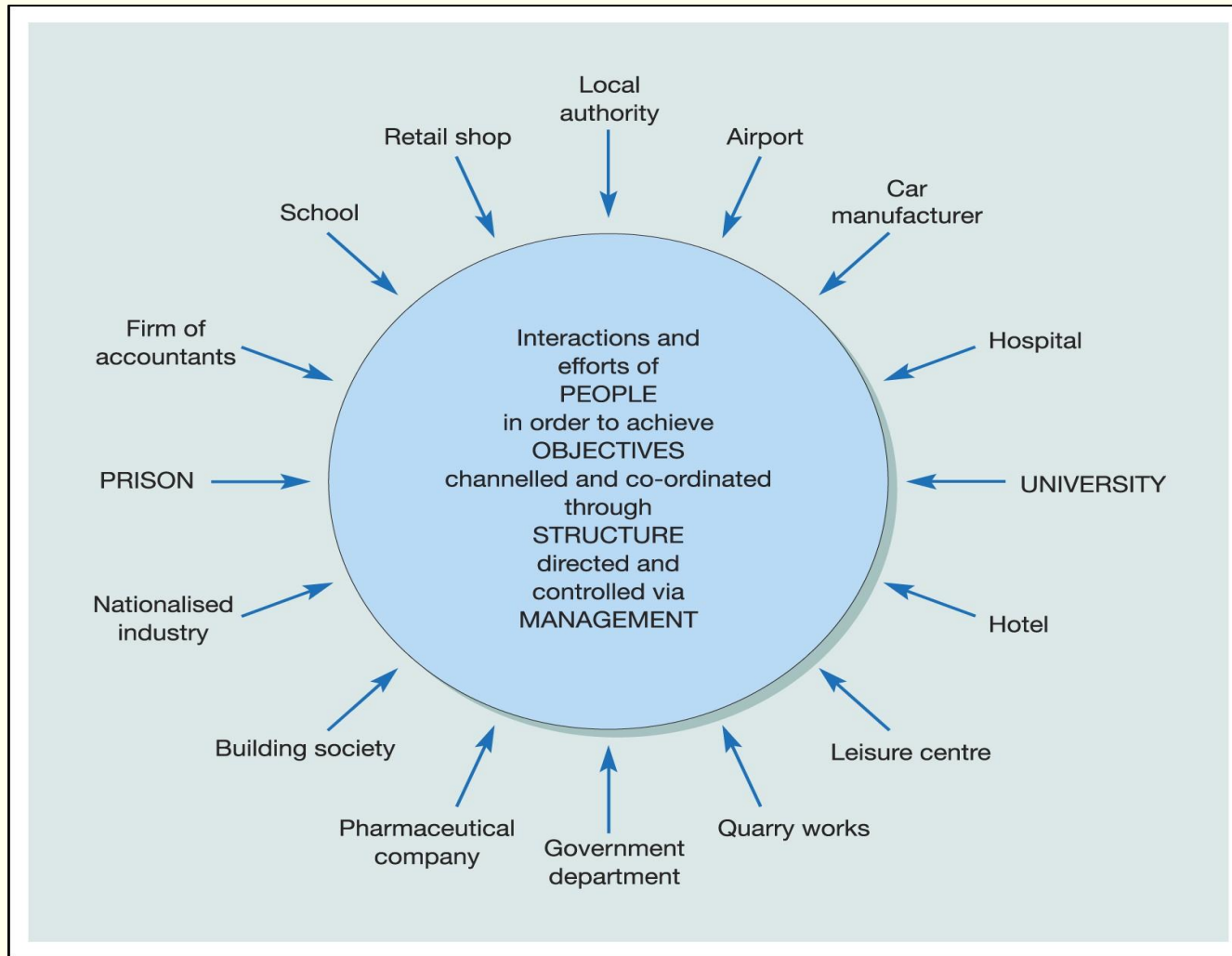
Farnham and Horton (1992)

Why do organisations exist?

Organisations exist primarily to bring together a group of individuals to achieve common goals or to carry out specific functions that are more efficiently or effectively accomplished through collective action.

March and Simon (1993)

Common Factors in Organisations



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

Activity

How well do you know hotel brands?

Name **three** global hotel brands.

How well do you know hotel brands?



Which hotel company does this logo belong to?

- A) Accor
- B) Aloft
- C) Ascott
- D) Adagio



The Head Quarters of this brand is based in Paris...



Accor



Aloft



Ascott



Adagio





Accor groups its 45+ brands into Luxury, Lifestyle, Premium, Midscale and Economy segments.

For example:

- Ibis, ibis Styles, ibis budget
- Novotel, Mercure
- Grand Mercure
- Fairmont

How well do you know hotel brands?



Which hotel company does this logo belong to?

- A) Melia
- B) Marriott International
- C) Mercure
- D) M gallery



It is one of the biggest hotel groups worldwide and has many brands in their portfolio.



Melia



Marriott International



Mercure



M gallery



MARRIOTT BONVOY™

Luxury



Premium



Select



Longer stays

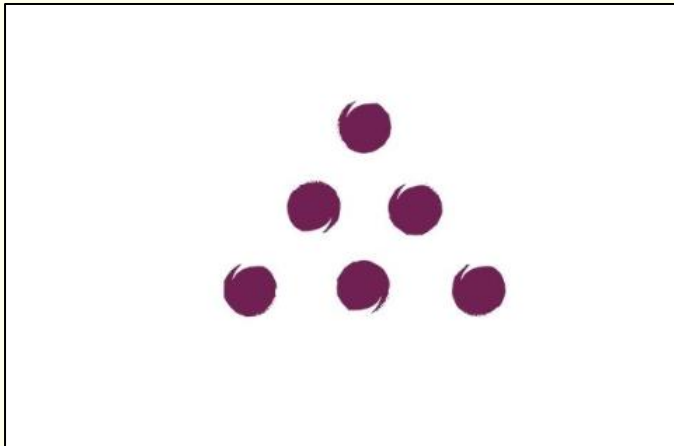


Marriott International operates 40+ brands across Luxury, Premium, Select, Extended-Stay, Lifestyle and Collection categories.

For example:

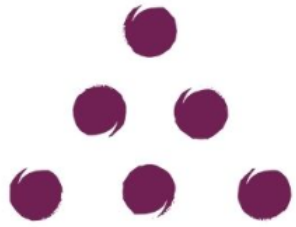
- Delta Hotels
- The Ritz-Carlton
- JW Marriott
- Moxy

How well do you know hotel brands?



Which hotel brand does this logo belong to?

- A) Banyan Tree
- B) One & Only Resorts
- C) Hyatt Hotels
- D) Six Senses



It's renown to be one of the best wellness hotel brand in the world!



Banyan Tree



One & Only Resorts

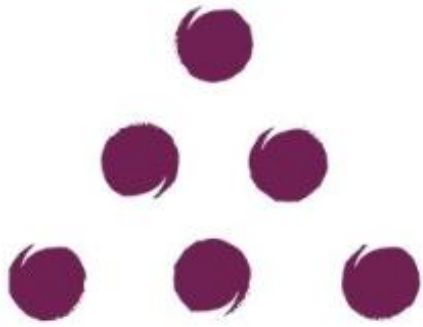


Hyatt Hotels



Six Senses





Six Senses is a *luxury wellness-focused hotel and resort brand* under **IHG Hotels & Resorts**, known for sustainability, holistic wellbeing and highly curated guest experiences.

The brand emphasises reconnection with nature, culture and personal wellness.



How well do you know hotel brands?



Which hotel company does this logo belong to?

- A) W Hotels
- B) Westin Hotels and Resorts
- C) Wyndham Hotels and Resorts
- D) Mandarin Oriental



It's a brand from United States...



W Hotels



Westin Hotels and Resorts



Wyndham Hotels and Resorts



Mandarin Oriental





Wyndham operates **25 hotel brands** across economy, midscale, upscale, lifestyle, extended-stay and luxury segments.

How well do you know hotel brands?



Which hotel brand does this logo belong to?

- A) Four Seasons Hotels and Resorts
- B) Fairmont
- C) Fragrance Hotels
- D) Sofitel



It is an international luxury hotel and resort company from Canada!



Four Seasons Hotels and Resorts



Fairmont



Fragrance Hotels



Sofitel





Four Seasons Hotels and Resorts is a globally recognised *ultra-luxury* hospitality brand founded in 1961 (Toronto).

It operates a *single unified brand* – unlike Marriott, Accor or Hilton, Four Seasons does **not** run multiple sub-brands.

All properties share the same luxury positioning built around service excellence, genuine care and intentional, steady expansion.

How well do you know hotel brands?

Which hotel company does this logo belong to?



- A) The St Regis
- B) Soneva
- C) Sheraton
- D) Shangri-La Hotels & Resorts



It is a Hong Kong-based multinational hospitality company!



The St. Regis



Soneva



Sheraton



Shangri La Hotels & Resorts





Shangri-La is a Hong Kong-based luxury hotel group, founded in 1971, operating more than 90 hotels and resorts and over 39,000 rooms across multiple brands.

It is part of the Kuok Group and remains one of Asia's most recognised luxury hospitality names.

How well do you know hotel brands?



Which hotel brand does this logo belong to?

- A) The St Regis
- B) The Ritz-Carlton
- C) Park Hyatt
- D) Lion Hotels



This company has 108 luxury hotels and resorts in 30 countries.



The St. Regis



The Ritz-Carlton



Park Hyatt



Lion Hotels





THE RITZ-CARLTON

The Ritz-Carlton is one of Marriott International's flagship ultra-luxury brands, known globally for service excellence, elevated design and deeply personalised guest experiences.

It sits within Marriott's Luxury Group, which includes seven luxury brands.

How well do you know hotel brands?

Which hotel company does this logo belong to?



- A) Hilton
- B) Huazhu Hotels
- C) Holiday Inn
- D) Hyatt



One of their portfolio brand is "Double Tree"



Hilton



Huazhu Hotels



Holiday Inn



Hyatt



Hilton



Hilton is one of the world's largest and most globally recognised hospitality groups, operating over 8,000 hotels in 125+ countries and territories.

Its portfolio includes 25 distinct brands.

How well do you know hotel brands?



Which hotel chain does this logo belong to?

- A) Holiday Inn
- B) Premier Inn
- C) Days Inn
- D) Country Inns



A budget option owned by Whitbread & in over 800 locations in the UK



Holiday inn



Premier Inn



Days Inn



Country Inns





Premier Inn is the UK's largest hotel brand, owned and operated entirely by Whitbread PLC.

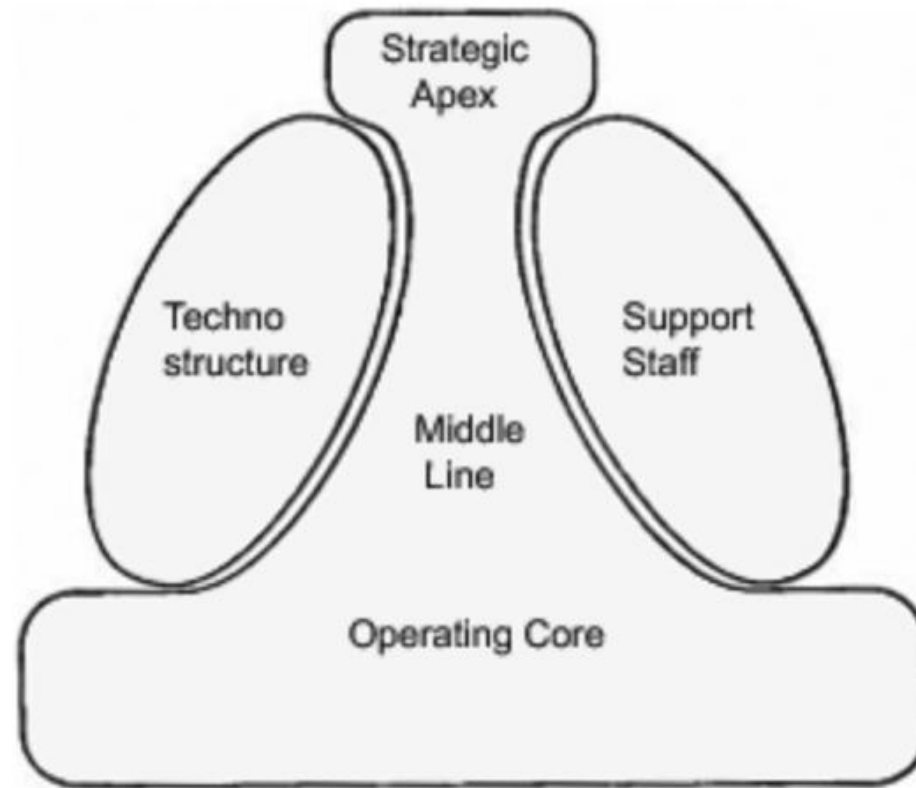
It is a budget/limited-service hotel chain known for consistent quality, affordable pricing and a strong presence across the UK and Germany.

Inside an Organisation

Two 'broad' components:

- Operating component (workers)
- Administrative component (managers)

Mintzberg's – Theory on Organisations

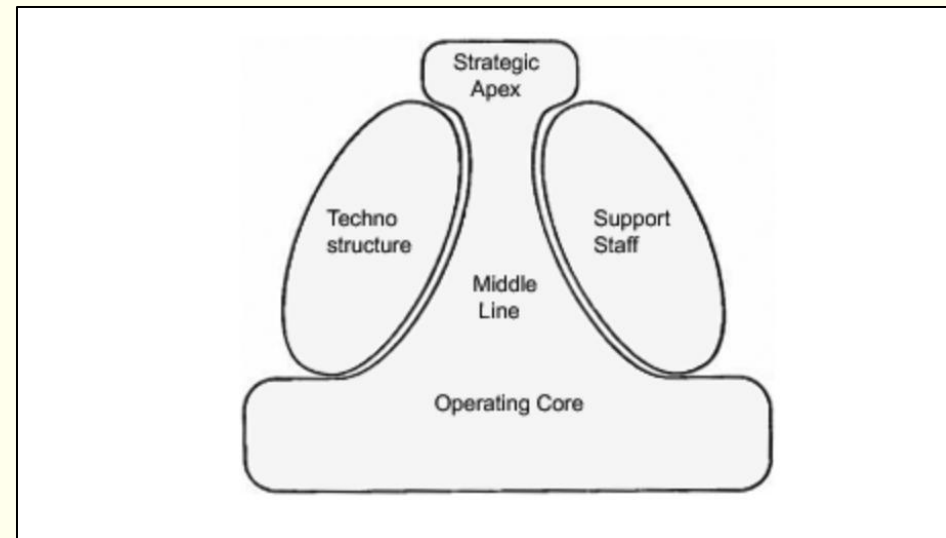


Mintzberg (1980)

Activity

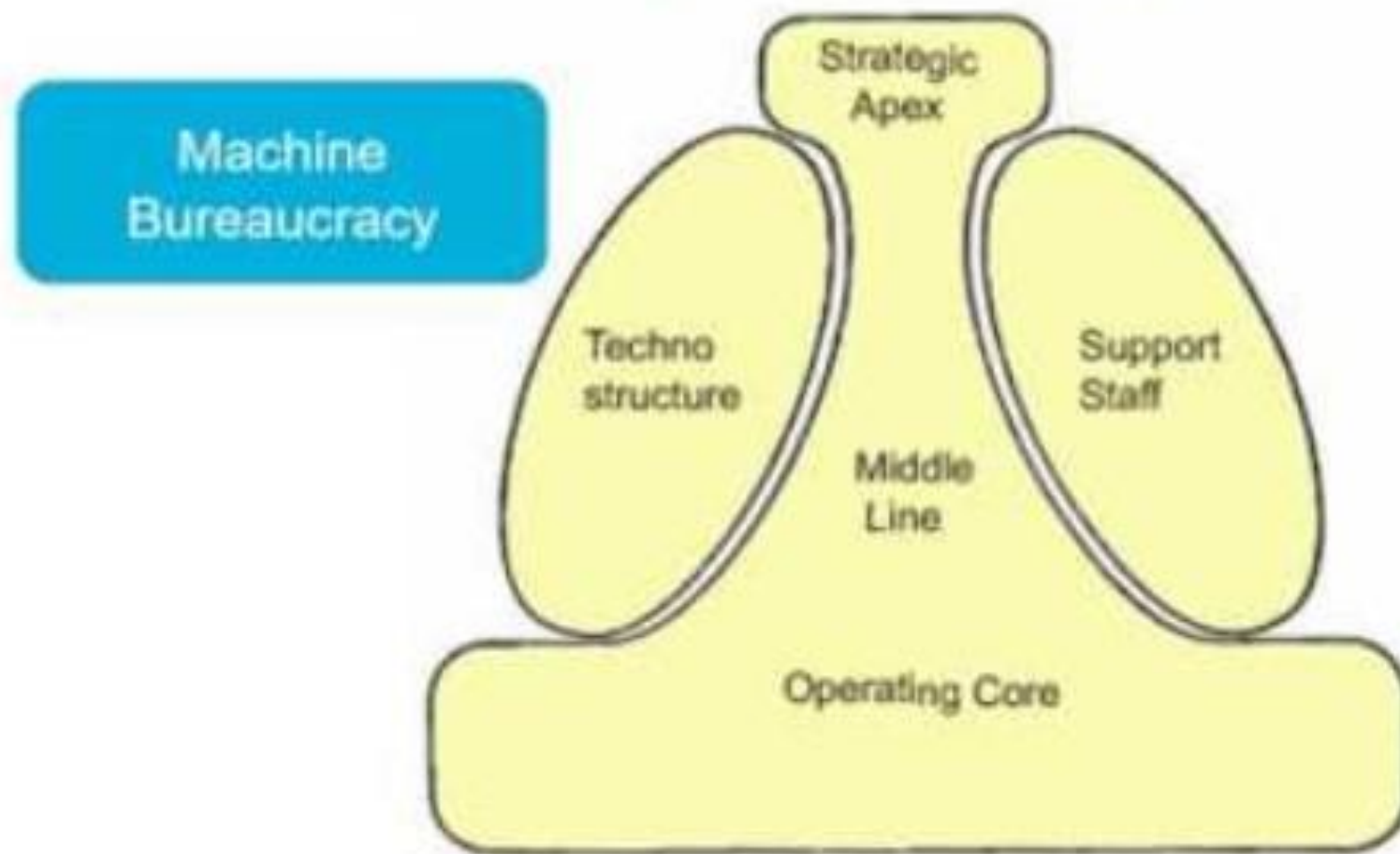
You have 10-15 minutes to research Mintzberg's theory on organisations and provide a description of each of the 5 components:

- *Strategic Apex*
- *Middle Line*
- *Operating Core*
- *Technostructure*
- *Support Staff*



Ensure you have something ready to feedback to the whole group

Mintzberg's Structure Configurations



Access:
[Organisational configuration Mintzberg](#)

Mintzberg's – Theory on Organisations

Strategic Apex:

- Made up of directors/senior executives
- Define the organisations objectives and missions

Operating Core:

- The activities carried out by the organisation to 'deliver outputs'

Middle Line:

- Provides the links between strategic apex and operating core.
- Work carried out in the organisation needs to be consistent with the strategic objectives

Technostructure:

- This involves a group of specialists and analysts who design, plan, standardise and measure the work of others, but do not perform the core operational work themselves.
- For example, HR, Finance, Marketing

Support Staff:

- This involves departmental areas that offers support services that are not essential to the core workflow but help the organisation run smoothly.
- For example, legal services, security, PR

Mintzberg (1980)

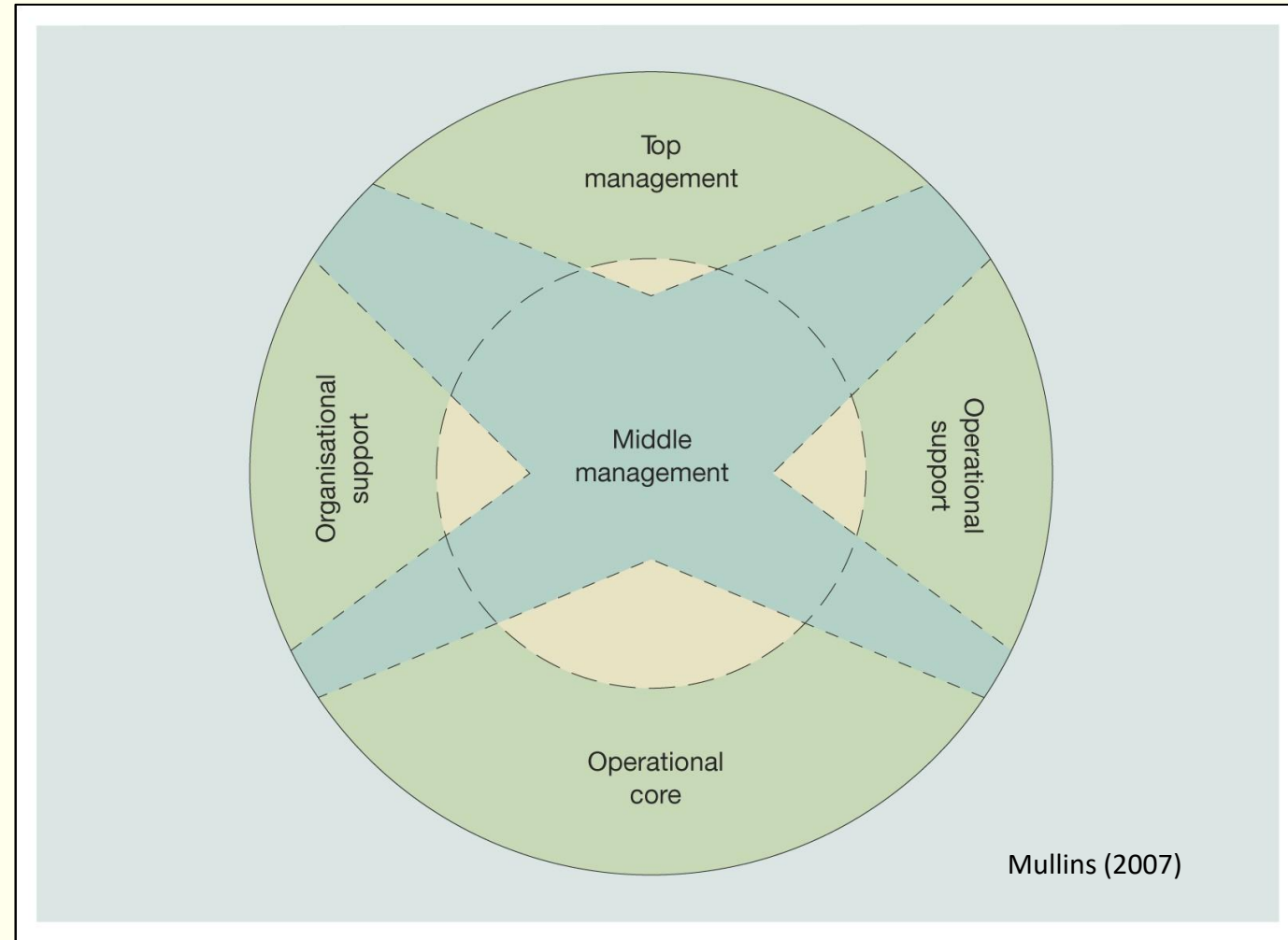
**Whatever the differences between organisations,
common factors include:**

**COMMON
FEATURES OF
ORGANISATIONS**

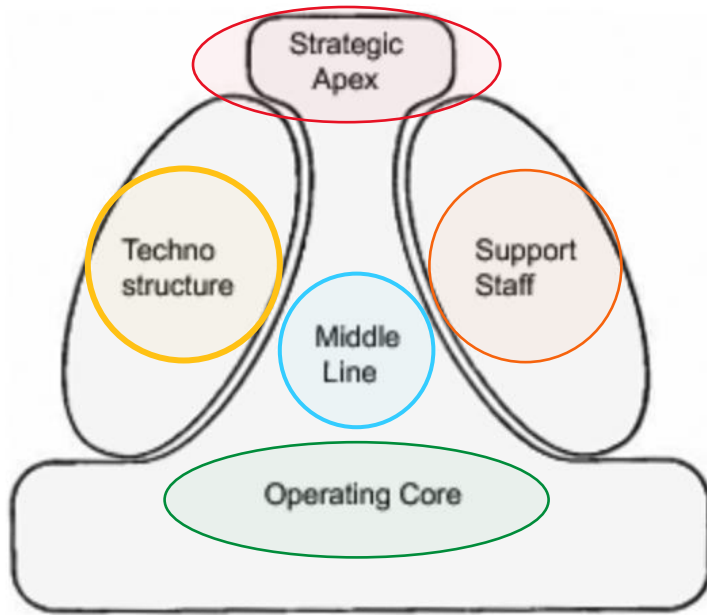
- ▀ People
- ▀ Objectives
- ▀ Structure

According to Mullins, there are 5 basic components of an organisation.

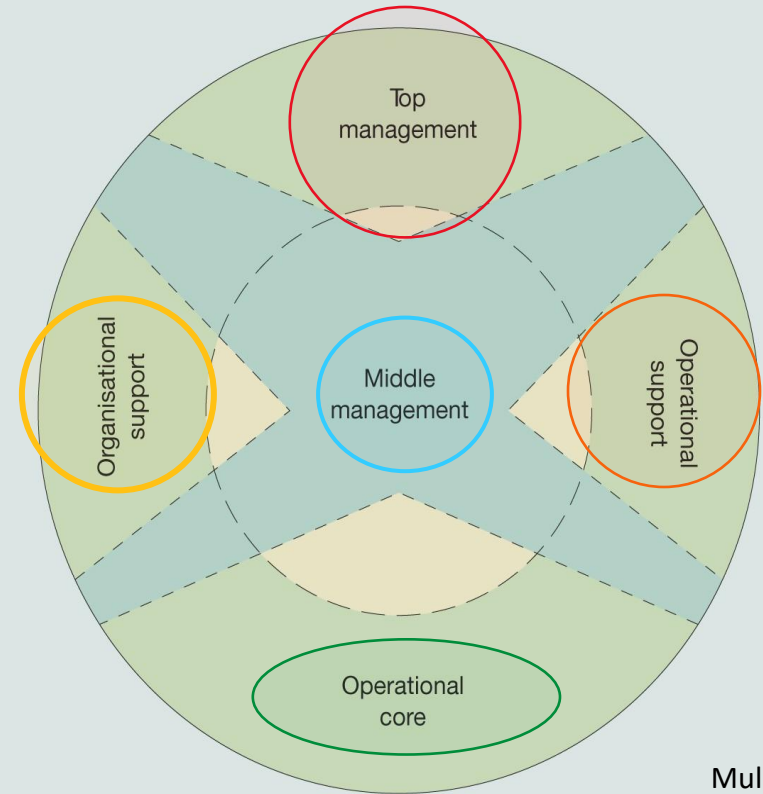
- **Operational Core**
Carrying out daily tasks
e.g. a teacher teaching or server serving
- **Operational Support**
Indirect daily tasks
e.g. stores, maintenance
- **Organisational Support**
Whole organisation services
e.g. HR, catering, office
- **Top management**
Broad objectives/policy, Strategy, Overview, External relations
e.g. Chief Executive, General Manager
- **Middle management**
Co-ordination, integration, links other layers
e.g. Department or functional Head



Activity: Match Mullin's and Mintzberg's theory



Mintzberg (1980)



Mullins (2007)

Recap

1. To explain what is an organisation and learn about renowned hotel brands
2. To distinguish between the different types
3. To identify ways of classifying organisations

Reference List

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