

Management and Organisational Behaviour

BMET4002



Week 1 - Module Introduction & Overview

Global Tourism and Events Management - Level 4

Welcome!!

- **1pm – 5pm – Lectures (2 topics)**

Meet the Lecturer



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Working Hours
Monday - Thursday 8.30am - 5.00pm
Friday 8.30pm - 4.30pm

Emails will be responded to within 48 hours*
**of the working week*

**HOSPITALITY
AND
TOURISM
MANAGEMENT**

*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*

Student Introductions:

Potential Prompts

Do not need to answer them all! 😊

- Who you are?
- Where are you from?
- Any jobs currently/to date?
- What are your career aspirations?



Today's objectives

1. To define Managing and Organisation
2. Provide an overview of the module
4. Introduce assignment(s) and provide you with key dates
5. Understand key terms that will be used in this modules

Module Overview

AIM

To explore theoretical and practical concepts relating to people in organisations with an emphasis on improving organisational effectiveness. Students will examine the value of team working and analyse the importance of structure, management and leadership. The significance of good communications in organisations will be emphasised as will the importance and management of change.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Coherently analyse the relationship between structure, culture, people and organisational performance;
- Demonstrate knowledge and understanding of the essential nature of managerial work (in terms of both functions and processes), communicate the role of leadership and explain the variables that determine effective management and leadership;
- Evaluate the behavioural approach to management, through understanding of the factors that affect differences in individual behaviour.

Key topics for this module

- **Management Foundations**

- Approaches to management
- Introducing Organisations and Leadership

- **Managerial Roles and Skills**

- The Role of the Manager
- Managerial Behaviour & Effectiveness

- **Organisational Dynamics**

- Organisation Structure and Design
- Organisational Culture

- **Strategic and Change Processes**

- Strategic Management
- Change Management

- **Teamwork**

- Working in Groups and Teams



Group Discussion



What is management?

Management is...

“The process through which efforts of members of the organisation are co-ordinated, directed and guided towards the achievement of organisational goals.”

(Mullins, 2016. p.620)

Task

To what extent do you believe the following statement is a valid point of view?

‘Junior staff who complain that “a good manager should not sit in an office all day doing paperwork and drinking coffee” fail to understand the nature and role of management.

...So what is management?

Management is...

P
I
G
G

A **Process** in which and
Individual (or group of
individuals) encourages
and coordinates a **Group**
of individuals toward a
common **Goal**



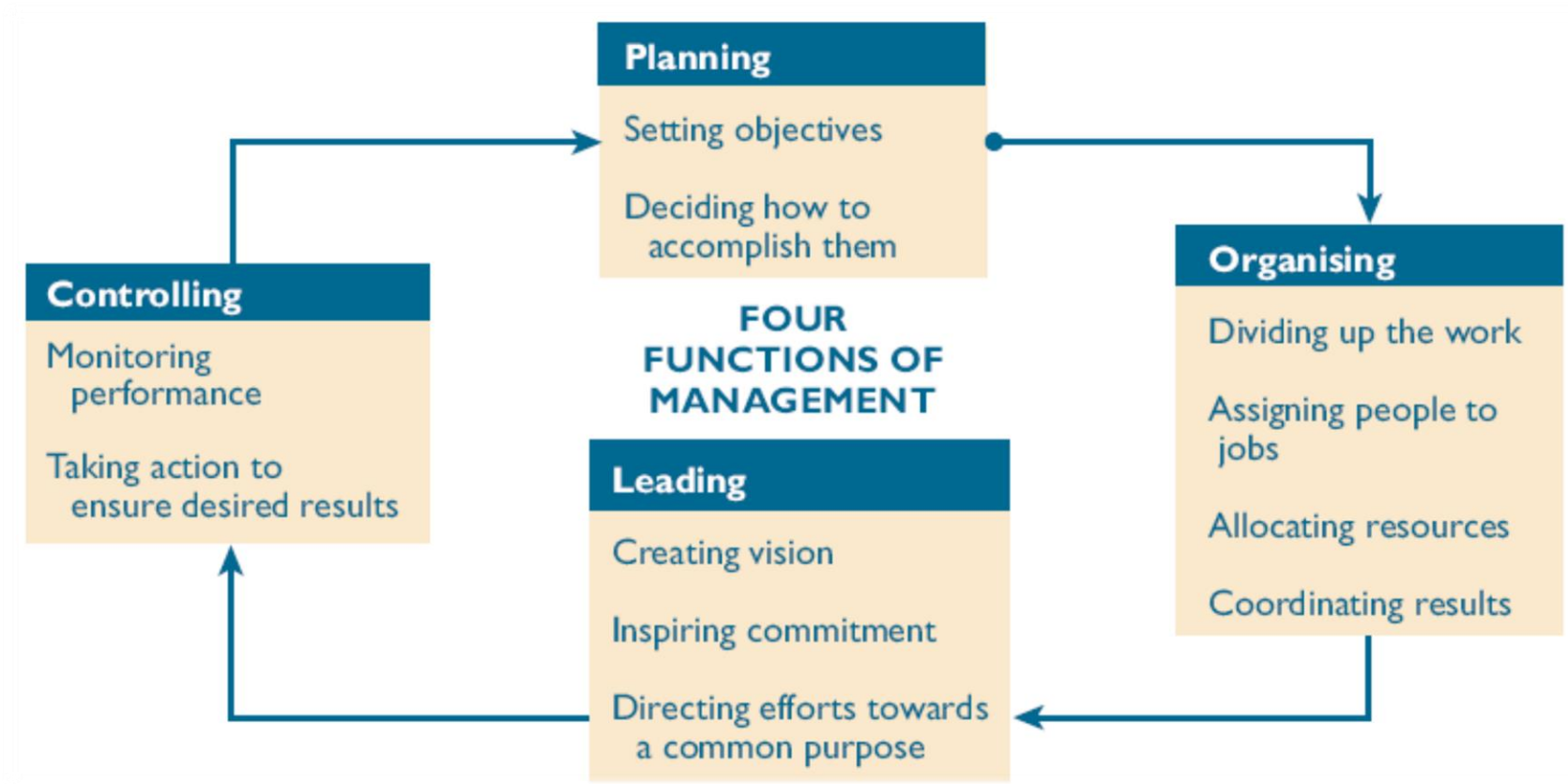
ACTIVITY

What functions do managers perform?

(clue... there are 4 main ones)



What managers do...



Peek, S. (2023)

Management Theory of Henri Fayol (1949)

Group Discussion



What is the difference
between management
and leadership?

Management vs Leadership

Manager:

‘How things get done’ –

Focus on resource control, delegation and workplace efficiency

Leadership:

‘Provide support and direction to employees’ - Motivate employees to complete tasks, be creative and innovative’

(Zaleznik, 2004)

Simon Sinek – Leaders vs manager



Assignment Information

Access Moodle and Open the Handbook

CertHE Tourism and Events Management

Module Handbook 2023-24:

BMET4002

Management and Organisational Behaviour

LEVEL 4



Module Lead:

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Questions?



ACTIVITY

What makes a 'great place to work'?



'great place to work'?

Typical responses:

- Quality of leadership
- Wellbeing (work/life balance)
- My Manager
- My Team
- Getting a 'Fair deal'
- Giving something back/CSR
- The company itself
- Personal growth opportunities

On the flip side, organisations can therefore be awful places to work too.

ORGANISATIONS

Discussion

What is an organisation?

Define and give examples

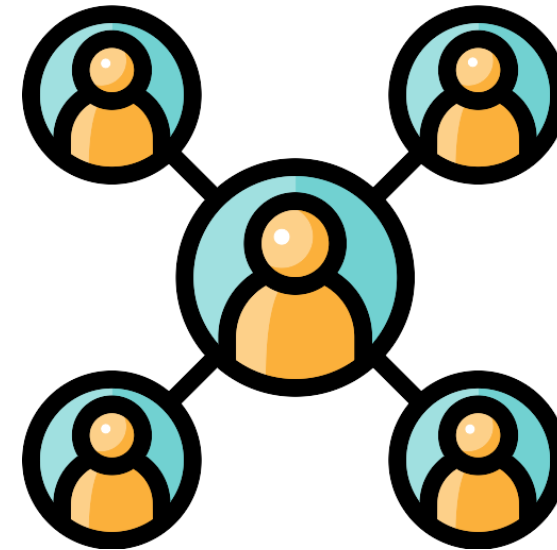


What is an organisation?

An organisation is a clearly bounded group (or groups) of people interacting together to achieve a particular goal (or goals) in a formally structured and co-ordinated way." (Mullins, 2013)

"Social arrangements for the controlled performance of collective goals"
(Buchanan & Huczynski, 1991)

"A system of co-operative human activities" (Barnard, 1938)



Activity

Organisations operate in different sectors:

- 1. Private**
- 2. Public**
- 3. Not-for-profit**

You have 15 minutes to research in groups :

- What is the difference between each sector (provide a definition of each)
- Find example of at least 3 different organisations that fall in each sector

3 Different sectors:

1. **Private** sector where profit is normally the main goal.
2. **Public** sector which is government owned and where the main goal concerns the welfare of the community
3. **Not-for-profit** sector ('third' or voluntary sector)

Zimmer (2019)

Organisational Behaviour is...

The study of individuals and group in organisations



But of course...

...we are not all managers!



However: - **Organisational Behaviour** still matters

Why is this important to understand the concept if we are not 'all manager' ?

Why Study Behaviour in Organisations?

- The lives of all of us are strongly affected by organisations.
- Organisations are a dominant feature of the world in which we all live
- We cannot affect what organisations do unless we understand what makes them 'tick'



[Recap]

- Defined Managing and Organisation
- Provided an overview of the module
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- Provided an understanding key terms that will be used in this modules



Any Questions?

Reference list

Buchanan, D. & Huczynski, A. (1991). Organizational Behaviour: An Introductory Text. Prentice Hall.

Barnard, C. (1938). The Functions of the Executive. Harvard University Press.

Hellriegel, D., Jackson, S.E. and Slocum, J.W. Jr. (1998). Management. 8th ed. South-Western Publishing, p.6.

Mullins, L.J. (2016). Management and Organisational Behaviour. p.620.

Peek, S. (2023) Management Theory of Henri Fayol. Business.com. Available at: <https://www.business.com> (Accessed: 17/01/2024).

Zaleznik, A. (2004). Managers and Leaders: Are They Different? Harvard Business Review.

Zimmer, T. (2019). The Difference Between Public & Private Non-Profit Organizations. [online] Chron.com. Available at: <https://smallbusiness.chron.com> (Accessed 17/01/2024).