

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week Five

*Man Geni Addysg Uwch yng Nghymru
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Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC —No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

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Get a laptop!

- Therefore, we ask you to purchase a laptop if you don't already own one, **by the end of Week 2.**
- Failure to do so within this time period will result in you being reported to the Level Lead in Week 3.
- The University offers bursaries that can provide a suitable device and/or contribute towards connectivity costs if you need some financial help with this.

-Digital Connectivity Bursary Application Form

-Undergraduate Bursaries

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Why is this important?

- This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.
- Your Cameras must remain 'On' for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.
- You should be using a **desktop or laptop device** with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.
- You will be asked to share your screen and "present" your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.

Outcomes of the session



- Developing a Strategic Plan for Hospitality
- Organizations Implementing Change Strategies in Hotels

The Strategic Imperative: Unveiling the Significance of Effective Planning

Understanding Strategic Planning

Strategic planning is a **systematic process** that defines an organisation's direction, sets priorities, and aligns resources to achieve long-term goals. It involves analysing internal and external factors, identifying opportunities, and formulating action plans. By embracing strategic planning, organisations can enhance decision-making, mitigate risks, and drive sustainable growth.

(Bryson, 2018, pp. 8–10)



Benefits of Effective Planning

Effective planning provides numerous benefits, including **increased efficiency**, **resource optimisation**, and **better decision-making**. It enables organisations to anticipate future challenges, seize opportunities, and adapt to changing market dynamics. Moreover, effective planning fosters **collaboration** and **alignment** among stakeholders, facilitating the achievement of shared objectives.



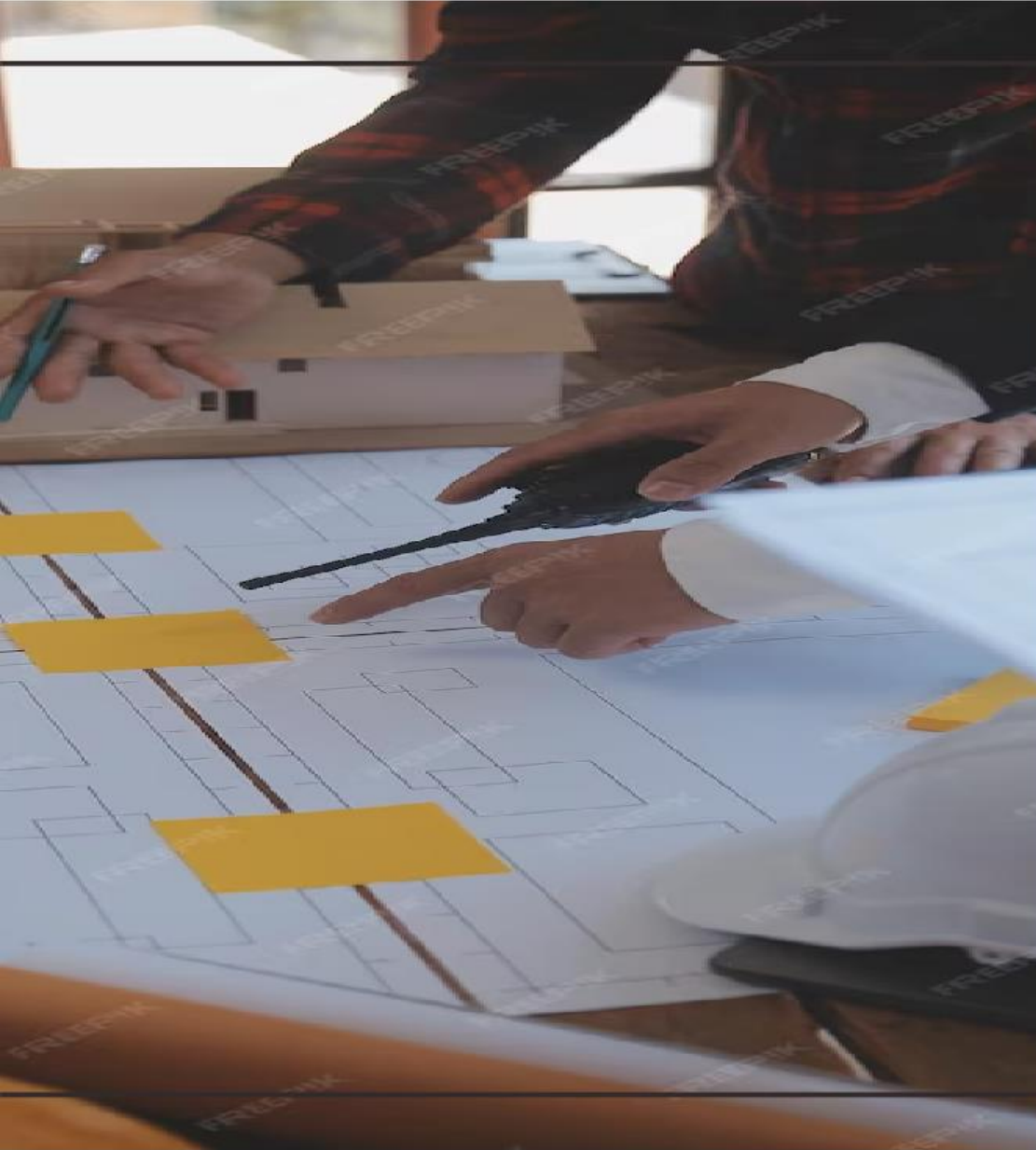


Key Components of Strategic Planning

Strategic planning comprises several key components, including **mission and vision statements, goal setting, environmental analysis, SWOT analysis, and action planning**. Each component contributes to the overall effectiveness of the strategic planning process, ensuring a comprehensive approach towards achieving organisational objectives.

Environmental analysis involves assessing the **internal and external factors** that impact an organisation's operations. This includes analysing the **competitive landscape, market trends, technological advancements**, and **regulatory environment**. A thorough understanding of these factors enables organizations to identify opportunities, anticipate threats, and make informed strategic decisions.





Action Planning

Action planning involves developing **detailed plans** and **timelines** to execute strategic initiatives. It outlines the specific tasks, responsibilities, and resources required to achieve the desired outcomes. Effective action planning ensures that strategic goals are translated into actionable steps, enabling efficient implementation and progress tracking.

Implementation and Execution

Implementation and execution are critical phases of strategic planning. It involves **deploying resources, monitoring progress,** and **making adjustments** as needed. Successful implementation requires effective communication, stakeholder engagement, and continuous evaluation. By ensuring a robust execution process, organisations can transform their strategic plans into tangible results.



Measuring Success

Measuring success involves **tracking key performance indicators** (KPIs) and evaluating the outcomes against predetermined goals. It helps organisations assess the effectiveness of their planning efforts, identify areas for improvement, and make informed adjustments. By measuring success, organisations can ensure continuous improvement and maintain their competitive edge.



Challenges and Mitigation



Strategic planning is not without its challenges. Common obstacles include **resistance to change, lack of resources,** and **uncertain external factors.** However, organisations can mitigate these challenges through **leadership commitment, employee engagement,** and **flexible planning processes.** By addressing these challenges proactively, organisations can enhance the effectiveness of their planning endeavours.

Total Quality Management (TQM) is a management philosophy that emphasizes continuous improvement, customer focus, and employee involvement. It is a holistic approach that involves all aspects of an organisation, from processes and systems to people and culture. TQM aims to achieve excellence in quality, productivity, and customer satisfaction by eliminating defects, reducing waste, and fostering a culture of continuous learning and innovation.

(Hussain et al., 2020)





Key Principles of TQM

TQM is based on several **key principles**:

Customer Focus: Meeting and exceeding customer expectations.

Continuous Improvement: Striving for incremental and breakthrough improvements.

Employee Empowerment: Involving and empowering employees at all levels.

Process Orientation: Managing and improving processes for efficiency and effectiveness.

Data-Driven Decision Making: Using data and metrics to make informed decisions.

Supplier Relationships: Collaborating with suppliers for mutual benefit.



Benefits of TQM

Implementing TQM can bring numerous **benefits** to an organisation, including:

Improved Quality: Enhanced product and service quality.

Increased Efficiency: Streamlined processes and reduced waste.

Higher Customer Satisfaction: Meeting or exceeding customer expectations.

Employee Engagement: Empowered and motivated employees.

Stronger Competitive Advantage: Differentiation in the market.

Organizational Excellence: Achieving long-term success and sustainability.

TQM Implementation Strategies

Successful implementation of TQM requires a systematic approach. Here are some **strategies** to consider:

Leadership Commitment: Top management support and involvement.

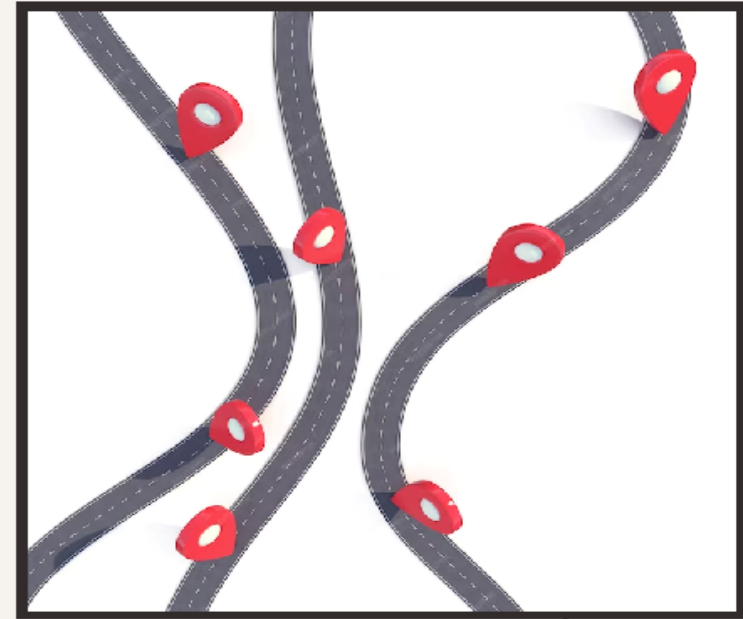
Employee Training: Providing necessary skills and knowledge.

Continuous Improvement Initiatives: Implementing tools like Kaizen and Six Sigma.

Effective Communication: Open and transparent communication channels.

Performance Metrics: Establishing measurable goals and benchmarks.

Employee Recognition: Acknowledging and rewarding contributions.



While implementing TQM can yield significant benefits, organisations may face certain **challenges**, including:

Resistance to Change: Overcoming employee resistance to new practices.

Lack of Resources: Allocating sufficient time, budget, and personnel.

Complexity: Dealing with the intricacies of implementing a comprehensive model.

Organisational Culture: Aligning TQM with existing culture and values.

Sustainability: Maintaining long-term commitment and continuous improvement.





Best Practices for TQM Implementation

To ensure successful TQM implementation, consider these **best practices**:

Top-Down Approach: Leadership commitment and involvement.

Employee Involvement: Encouraging ideas and participation.

Continuous Learning: Promoting a culture of learning and innovation.

Customer Feedback: Listening to and acting upon customer feedback.

Regular Evaluation: Monitoring progress and making necessary adjustments.

Celebrating Success: Recognising and celebrating achievements.

Activity-1 (30- Minutes)

1. What is Total Quality Management (TQM) in the hotel industry, and how does it impact the overall guest experience and business performance?
2. How can a hotel effectively implement TQM principles to improve service quality and guest satisfaction while reducing operational costs?
3. What are some key performance indicators (KPIs) commonly used in the hotel industry to measure the success of TQM initiatives, and how do they contribute to continuous improvement?
4. Can you provide examples of successful TQM implementations in the hotel industry and how they have led to increased customer loyalty and positive online reviews?
5. What challenges and obstacles do hotels often face when trying to implement TQM, and what strategies can they employ to overcome these challenges and sustain a culture of quality improvement?

Navigating the Winds of Change: Examining the Impact of Change on Organisational Dynamics

Understanding Organisational Dynamics



Organisational dynamics refers to the patterns of behaviour and interactions within an organisation. These dynamics are influenced by various factors such as ***leadership, communication, organisational structure, and culture.*** Understanding these dynamics is crucial for effectively managing change and ensuring smooth transitions.

(Sawagvudcharee and Limpabandhu, 2019)

Types of Organisational Change

Organisational change can be categorised into three types: **strategic, structural, and cultural**. **Strategic** change focuses on aligning the organisation with its goals and objectives. **Structural** change involves modifying the organisation's hierarchy, processes, or systems. Cultural change aims to *transform* the organisation's values, norms, and beliefs.



Change can bring about various challenges for organisations. These challenges include ***resistance to change, uncertainty, loss of productivity, and employee morale***. It is essential for organizations to address these challenges proactively to minimize disruptions and ensure a smooth transition.



Activity-2 (45-Minutes)

Case Study: "The Riverside Inn: Navigating Resistance to Change in the Hospitality Industry"

Introduction:

The Riverside Inn is a charming, family-owned boutique hotel nestled on the banks of a picturesque river. For decades, it has been known for its rustic charm and personalized service. However, the hospitality industry is evolving rapidly, with changing guest preferences, technological advancements, and a growing focus on sustainability. The owners of The Riverside Inn are facing significant resistance to change from their long-standing staff, who are deeply attached to the hotel's traditional ways.

Case Study Questions for Students:

- 1.What are the primary external and internal factors driving change in the hospitality industry, and how do they apply to The Riverside Inn's situation?
- 2.Analyse the sources of resistance to change among the staff at The Riverside Inn. How do their emotional connections to the hotel's traditions affect their willingness to embrace change?
- 3.As a consultant, what strategies would you recommend to the owners of The Riverside Inn to overcome resistance to change and modernize the hotel without compromising its unique charm?
- 4.Discuss the role of effective leadership and communication in managing resistance to change in a hospitality setting like The Riverside Inn. What specific leadership traits and communication strategies would be most effective?
- 5.Explore the ethical considerations of change management in the hospitality industry. How can The Riverside Inn balance the preservation of its heritage with the need to adapt to contemporary industry standards while respecting the interests of its loyal staff and guests?

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- Sawagvudcharee, O., Limpabandhu, B., 2019. Understanding the Multifaceted Dynamics of Organizational Change within the Hospitality Industry. ABAC J. Vol39 No1 January-March 2019 Pp 34-56.



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I look forward to seeing you next week.

If you have any questions in the meantime, please send an email from your student account

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