

Carmen Greta

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MARK THE HOTEL MANAGER

Management & Organisational Behaviour

BMIH5004

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Essay format required

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Critical Evaluation of Grosvenor General Manager Mark Jenkins in the sense of his preferred management style

In the video, it can be seen that people are not performing their duties and job errands effectively and efficiently. It can be seen, for example, that Mark Jenkins failed to get work done from the other people. As it can be seen in the video, nobody takes work seriously and takes things for granted. As a result, people working in the organisation were not performing their duties effectively and efficiently. It is rational to say that Grosvenor General Manager Mark Jenkins does not apply the democratic leadership style.

Mark Jenkins is applying the democratic leadership style of management. Democratic Leadership style is also called shared leadership or participative leadership. It is a kind of leadership in which all the members of a group obtain a more participative role in the entire decision-making procedure. This kind of leadership could be applied to any firm, from the private business to schools to organisations.



It is important to say that the preferred leadership style of Mark Jenkins is the Democratic Leadership Style. This leadership style fails in the case of the case study firm so, Mark Jenkins must have to apply the Participative Leadership Style. If Mark Jenkins applies the Participative Leadership Style so, it will help Jenkins to get work done by all the team members through collaboration and teamwork (Rao, 2020). In the participative Leadership Style, all the team members working in a group are encouraged to take part in the group activities equally.

The General Manager must implement the Participative Leadership Style. GM should bifurcate the work equally among all the employees working for the Hotel. In management, this concept is also known as the division of labour. Division of labour combines the specialisation and the

partition of the complicated production work in numerous or many sub-tasks. The significance of having the division of labour in the Hotel by Mark Jenkins.

Division of labour is one of the important concepts studied in modern management across the globe. Division of labour is one of the major concepts in management. Division of labour is the division of work procedure in the numerous tasks, with every task performed by every individual worker working in a firm.

Suppose Mark Jenkins implements the division of labour in the case of Hotel, so employees have their roles to be performed on their own. Instead of group work, Mark Jenkins should encourage individual work in the firm instead of teamwork. Through, its workers are liable for the work they did in their shifts. Moreover, it will help Mark Jenkins to get work done from the other people effectively and efficiently. Division of labour and teamwork has a lot of importance in hotel business management.

The division of labour or the segregation of tasks is necessarily the teamwork in action. The workers who comprehend the significance of teamwork in the case of a hotel shall: jot down and bifurcate the complicated work into simpler tasks(Knudsen, 2018). Mark should assign accountability for every work and element of work together to get the work completed effectively and efficiently.

If Mark Jenkins implements the Participative Leadership Style, it will not only improve the team performance of Jenkins but also improve the performance of the Hotel. Teamwork also helps hotels to provide the best customer service and a pleasant sense to all customers at all times.

For instance, division of labour happens when the business segregates the manufacturing of retailers in various, specialised work. A worker is allocated a particular work that is focused on

elements, for instance, availability for work, skills and experience. The hotel management business also falls in the sense of division of labour, as in the video provided to cater this assignment clearly shows that due to lack of division of labour in the Grosvenor Hotel Torquay, serious concerns are raised on the performance of the management. Likewise, it can be seen clearly in the video that a democratic leadership style is implemented by the General Manager of the Hotel. Democratic leadership styles do not provide fruitful results to the Hotel.



It is rational to say that if the GM of the hotel divides the task among the available workforce equally as per their skills and expertise, the workers will perform their duties effectively and efficiently. It has been seen that there is no division of labour seen in the video provided. It is one of the main causes due to which serious concerns are raised on the management of hotel (Davis & Rhodes, 2020). Conclusively, it is rational to say that GM should need to improvise his management style. Else it would be complicated for the hotel to provide the best class services to its loyal customers.

not the task set



It also needs to discuss that if Grosvenor Hotel Torquay fails to provide the best services to customers, the customers remain unsatisfied with the services, so due to it, the goodwill of the firm is put at stake. Therefore, it is the need of time that the management of the firm should implement bold steps to have a useful leadership style. It will help hotels to attain their aims and objectives and purpose of existence in the market. A market is a place where the principles of buyers and sellers regularly interact for the aim to attain its aims and objectives.

For instance, in the video, it can be seen that poor leadership is depicted in the video. To improve the leadership across the hotel, it is essential that the management of the hotel should provide training and development to all the workers working at the Grosvenor Hotel Torquay. If employees are provided with the training and development, they will perform their work



effectively and efficiently, and due to it, the Hotel can provide startling services to its target audience.

Utilising the Adair Model of Action Centred Leadership, discussions on how effective mark is within each of 3 main functions of managerial leadership

The action centred leadership model (ACLM) has been given by Adair and termed as the best-known work of this American pioneer. This model was developed in 1973, and the publisher of this model, Adair, was termed as a leadership expert as well (Sousa & Rocha, 2019). There are three major or key factors in this model named as achieving the task, developing the team and developing individuals. These factors have been termed as mutually dependent and are highly important in an individualised manner as well. These factors can be effectively used to assess and examine the general leadership role of a leader.

This model can be used to identify major actions that a leader can take or engage in for leading a team in an effective manner. This model represents that a leadership style is not very important, but the main emphasis is on the actions that a leader takes. The team members or people are expecting their leader's help for achieving a common task, developing synergy of the team, and efficiently responding to the personalised needs of people. Similarly, it also focuses on the aspect that a task can be achieved by a team and not just one person as it can represent the excellent task performance when every person is highly engaged and fully developed.

The leader can become an active leader by following various factors and key elements that include wise conduct actions, keeping teamwork priority, planning conversations effectively, planning obsolescence, developing people strategy, learning effectively from success, and stretching comfort zone. Also, it can be sometimes difficult to step back and think about the

decisions that should be taken for achieving the goals. However, ACLM can significantly help a leader to be creative and effective through this model and emphasise major key factors and keep things in balance (Gill & Negrov, 2021). Hence, this model can be helpful in managing the leadership role in a relatively easy and positive manner and enhance the overall organisational performance.

Adair Model of Action Centred Leadership

Following are the components of the Adair Model of Action Centred Leadership:

Define task



It is essential that leaders should define the task in front of all subordinates. It simply means a division of labour. Leaders are accountable to perform this task in every firm. Since the leadership is so weak, as can be seen in the video furthermore, Grosvenor Hotel Torquay's top management should divide the task among the workforce as per their skills and capabilities.

Referring to the video, it can be said that there is no such division of labour depicted. That is why the rooms of the hotel are in poor condition. It is the accountability of the top management of Grosvenor Hotel to divide the task in equal proportion among all the workers working at Grosvenor Hotel. It will help top management of the firm to get work done from all available workforce.

repetition

Example?

Planning

It means selecting objectives, making policies and procedures to attain the purpose of the existence of the firm. Objectives are made in the form of groups, at the individual level or at the enterprise level. It is the accountability of managers whether they are at the top, middle level or bottom of the organisational structure. So, it is essential that leaders at Grosvenor Hotel should

plan the work of all the workforce as per their skills and capabilities (Anah et al., 2018). It will help Grosvenor Hotel to keep the customers satisfied and to attain their aims and objectives.  8

Briefing

Team briefing provided by the leader of the group is the elementary function to foster teamwork in the firm and motivate people. Referring to the video provided in brief, it could be said that poor employee's performance is due to a lack of proper leadership and motivation. Therefore, it is essential that the management of Grosvenor Hotel should provide a work-related briefing to all the workers and divide the work accordingly in equal proportion. It will help Grosvenor Hotel to improve its performance and to provide the best services to its loyal customers.

Controlling

 9 Controlling is one of the main elements of functions of management and action centred leadership model defined by Adair. It is essential that the management of Grosvenor Hotel should implement strict controlling measures in managing its business operations. The leaders at Grosvenor Hotel should also appraise the performance of workers. It will help Grosvenor Hotel to conduct the business operations effectively and to become successful in organising the business operations.  10

Evaluating

As seen in the video that the conditions of hotel rooms are not hygienic conditions. The reason might be due to the poor performance of leader Mark Jenkins as seen in the video; if Jenkins evaluated and judged the performance of the workforce so the conditions of hotel rooms would be in better and hygienic conditions. It is recommended that the management of the firm should hire quality control people in the workforce who are liable to visit the rooms of the hotel once a day (Simon & Lomax, 2021). Through this, the firm and leaders can evaluate the performance of  not the task set

the workforce. It is one of the fruitful tools that will help hotels to evaluate the performance of their workforce.

Motivating



Adair recognises eight elementary rules to motivate the people, which includes goal setting but challenging targets, forming motivating surroundings and treating every person as an individual. Since in Grosvenor Hotel, the workers perform their work in the form of a team, it is essential that management of the Hotel appraise the performance of employees on one on one basis.

Organising

Good leaders should be capable of managing themselves, their teams and their company also. In the case of Grosvenor Hotel, it can be seen that the organisation does not depict the Grosvenor Hotel. It is one of the key reasons why the rooms of the hotel are in bad condition. It is essential that the management of Grosvenor Hotel should organise all the activities.

Setting the example.

In Hotels, there are usually more than one team accountable to manage the operations of the hotel. So, to get better work done from the employees in the case of a hotel-like Grosvenor Hotel, it is essential that management should always set an example of the best performing team. By perceiving the performance of the best performing team, the other team employees perform their work at their maximum capacity. It will increase not only the performance of individual teams but also the performance of the organisation as a whole.

Conclusion?

References

Anah, S., Mojekeh, M.O. and Obikeze, C.O., 2018. Principle-Centred Leadership Styles: Panacea for Sustainable Employee Productivity in Organisations. Available at SSRN 3412428.

Davis, G. and Rhodes, R.A., 2020. From hierarchy to contracts and back again: reforming the Australian public service. In *Institutions on the Edge?* (pp. 74-98). Routledge. relevance?

Gill, R. and Negrov, A., 2021. Perspectives on leadership development in post-Soviet Eurasia. *International Journal of Cross Cultural Management*, p.14705958211051551. relevance?

Knudsen, M.L., 2018. What's in a Wage: Minimum Wage Increases and Workplace Hierarchies in the Restaurant Industry (Doctoral dissertation, Northwestern University).

Rao, S., 2020. *Understanding national identity education: a comparative case study of two schools in Mainland China and Scotland* (Doctoral dissertation, University of Glasgow). Mullins? relevance?

Simons, J. and Lomax, H., 2021. Leadership and vision. In *Leading managing caring*: (pp. 61-88). Routledge.

Sousa, M.J. and Rocha, Á., 2019. Leadership styles and skills developed through game-based learning. *Journal of Business Research*, 94, pp.360-366.

FINAL GRADE

21 / 100

GENERAL COMMENTS

Instructor

Assignment 1 Feedback Summary:

Carmen Nsefumu

Common Assessment Criteria Applied

1. Engagement with Literature Skills 2/10

(including reading, referencing, academic conventions and academic honesty)

You need to read and cite appropriate, valid academic sources such as the Mullins text specified for theory which was absent. Some material listed appears of questionable relevance. Harvard rules need some improvement. More citations are needed throughout.

2. Knowledge and Understanding Skills 5/20

(Sound knowledge and critical understanding of the well-established concepts and principles in their field of study;

knowledge of the main methods of enquiry in the discipline.)

You don't demonstrate an effective understanding of the models because of your poor sources. You don't always define/explain concepts relevant to the task in brief before their case application. This is a key omission.

3. Cognitive and Intellectual Skills 6/30

(Critical evaluation and analysis of concepts and principles; argument and judgement; the limits of their knowledge,

and how this influences their analyses and interpretations.)

You don't convince that you understand what was required here, preferring to write generally 'around' the topic of the hotel and management in general rather than developing a critical analysis of Mark's performance as GM as the tasks required – this is meant to be a case study of his performance. You have misunderstood the nature of the tasks set – please reflect on the reasons for this. There are no specific case examples cited as the task required of you.

4. Practical Application Skills 5/30

(Apply underlying concepts and principles more widely outside the context in which they were first studied;

use a range of established techniques; propose solutions to problems arising from analysis.)

No real/effective application is evident here because you have not properly understood the nature of the task set. You must ask if you don't understand – significant guidance and support was available and you needed to use it. You have failed to follow the instructions given for this assignment.

5. Transferable Skills for Life and Professional Practice 3/10

(Effectively communicate in a variety of forms to specialist and non-specialist audiences; the qualities and

transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.)

An essay format was specified, and you produced a report. Why?

The work lacks coherence overall making it very difficult to follow any logical argument. There is considerable repetition and a large amount of broad and irrelevant material included. You appeared to ignore the tasks set and write in very generic terms indeed.

Mark 21/100

Assessment marks are subject to ratification at the Exam Board.

These comments and marks are to give feedback on module

work and are for guidance only until they are confirmed.

Comment

A very disappointing submission. You have not properly understood what this assignment required of you – please reflect carefully on the reasons for this. I suggest you seek advice before your next submission to ensure you are clear about the requirements – you were not on this occasion for whatever reason.

PAGE 1

PAGE 2

QM

Essay format required

Essay format specified so no headings/sub-headings.

Turn the task into your introduction - this essay will.....

PAGE 3



Comment 1

please review the task specified - you need to use the Blake & Mouton managerial leadership grid to do this



?
?

PAGE 4



not the task set

not the task set - you need to answer the question set not write generally



not the task set

not the task set - you need to answer the question set not write generally

PAGE 5



Comment 2

you have to do what the task requires of you and use the grid specified - which styles there translate into this?



not the task set

not the task set - you need to answer the question set not write generally



Comment 3

no specific case examples are cited - why not? see task



Comment 4

this is mentioned in Adair's model for task 2

PAGE 6



Comment 5

maintaining.....



source?

cite source



Comment 6

work through the checklist for each 'circle' and apply more systematically

PAGE 7



Comment 7

so what's involved here? you're writing 'around' the topic and not demonstrating a clear grasp of the model itself

QM

repetition

repetition here

QM

Example?

example?

PAGE 8



Comment 8

does Mark do this? how well?



Comment 9

controlling quality



Comment 10

again no critical analysis of Mark here

QM

not the task set

not the task set - you need to answer the question set not write generally

PAGE 9



Comment 11

in the ACL model specified here?

QM

source?

cite source

QM

relevance?

ok but relevance to task?

QM

Conclusion?

QM

relevance?

ok but relevance to task?

QM

relevance?

ok but relevance to task?

QM

Mullins?

Mullins is absent - was specified to be used for theory

QM

relevance?

ok but relevance to task?