



Module: Emergent Leadership Skills in the Workplace

Module code: BMSW6101

Student name: Veronica Capatina

Id number : 2113726

Lecturer : Richard Ashaye

Date of submission: 03.05.2024

TASK 1

Individual Report

Table of Contents

Introduction	4
Brief introduction of the organization	5
Brief introduction of the key management and leadership ideas, models, methods, and styles.	6
Evaluate the leadership methods in a critical way.....	8
Analyse the current strategy that is followed by Hotel Hilton	11
Recommendations	12
Conclusion	13
Reference.....	14

Introduction

The business world is changing and growing over time. These days, it's important to pay attention to leadership style and job to make sure that the right things get done for a company (Dinarjo Soehari & Budiningsih, 2022). Organisations have a hard time doing their jobs and tasks the right way. Because of more competition in business, the job of a boss has grown in a wider sense. There will always be instability in the market, which is why it's important for an organisation to have a good boss who can handle these situations. Our main goal with this study is to find out how COVID 19 has changed the way people lead because of uncertainty. To look at unclear situations, you need to scan the market and do a deep analysis to find new trends and situations that are changing. It is very important for leaders to analyse these business events so that they can use the right tactics. It is easy to reach both short- and long-term goals within a certain amount of time when you use methods and plans. Hilton Hotel is an international chain of hotels and spas with its main office in the United States (Mataija, 2022). The hotel is known all over the world and has many branches in places like the UK, India, Australia, and more. Hyatt, Marriott, IHG, and Loews Hotel are some of the other companies that compete with them. This study includes an outline of the chosen hotel, key management and leadership theories and models, a critical analysis of these theories, as well as a critical analysis of current leadership strategies and suggestions.

Brief introduction of the organization



Hilton Hotel is a world name and the biggest group of hotels based in the United States. It was set up on May 31, 1919, by Conrad Nicholas Hilton. Future Magazine says it is also one of the luckiest hotels of all time. The hotel has been around for about 101 years. It now does business all over the world. It's also thought to be the best hotel for making both workers and customers happy on a higher level. A lot of famous places around the world. Hilton Worldwide is known as the parent company. The price of this hotel is high because it offers high-quality services to customers and guests with many other choices (Rabea et al., 2022). They offer a variety of services and perks, such as Wi-Fi, housing, event organising, parking for cars, personal room service, room booking and refund services, and more. Customers and guests can get other services like places to stay, food and drinks, restaurants, bars, car rentals, and more.

Prices vary based on where the hotel is located. It has also been said that COVID 19 has influenced the general organisation of organisations on a larger scale. Because of the outbreak, businesses in the hotel field have had to change how they sell themselves. Also, COVID 19 has made it less profitable and less efficient to make things. It's now important to pay attention to and figure out these unplanned events so that goals can be met on time. In the case of a hotel, they have a hierarchical system, which means that management makes most of the choices (Schwarzschild, 2022).

Because the hospitality industry is growing, hotels are focused on coming up with good strategies to stay in business for longer and deal with their competitors in the right way.

Based on the above description of the company, it is a big business that deals with accommodation and services. With a wide range of business activities, they were able to reach their goals. They also have a strong base because they can reach a big market (Bong, 2021).

Brief introduction of the key management and leadership ideas, models, methods, and styles.

Management and leadership are connected. Alloubani and Akhu-Zaheya (2018) say that a leader can change other people's minds and get other people to do work. Both skills are important for a business because they are what make the company money on a bigger scale. Theories are important to understand because they help us use what we know in the right way in a certain area of study. It is the job of the boss to know about these ideas and styles so that others can do their work correctly. The emergence of pandemics has had a huge impact on business (Alloubani & Akhu-Zaheya, 2018). The Hilton Group is interested in a few different management and leadership ideas, which are outlined below.

Theories of management

Scientific management theory: This is a type of management theory that was created by Fredrick Tylor and is also used by Hilton Hotel. Tylor said that money shouldn't be the only thing that motivates workers; instead, tasks should be broken down into simpler ones so that larger-scale productivity can be increased.

System management theory: This theory says that organisations are based on ideas like coming together different nature and social studies. This is the best management theory that Hilton Group is using because it works on running the system instead of just one part of it. So, it has also been investigated that better productivity can be achieved by working on this in the right way (Pozharitskaya, 2020).

Theories and styles of leadership

The people in charge of an organisation use ideas of leadership to help them make decisions at work. It's important for leaders to know how to use these ideas well. It should also be looked at how these ideas can be used in the context of the Hilton Hotel, which is the head of the organisation. These different types of leadership show leaders how to act and keep an eye on their team or members of the team (Rakowich, 2020).

Leaders can't always reach their goals if they don't use a good leadership style. Also, the following sections talk about a few different types of leading styles:

Situational style of leadership: Based on this style of leadership, it shows that different types of events call for different styles of leadership. This kind of leadership style says that the boss of the

Hilton Hotel should change their style based on the situation and put that style on the right people. Because different things happen in business, this style has become more important on a larger scale. The main benefit of this style is that it helps people think more seriously about things that happen (Alhadi, 2021).

Transformational style of leadership: This type of leadership says that change is important, and that the leader works with the team to find change. With this type of leadership, it's also easy to keep an eye on how the market is changing, which leads to more growth and development. In terms of the chosen company, they promise that this will be highly considered for use by the firm's boss and CEO. How leadership types affect working together on a project as a whole: looking at it from an emotional intelligence point of view. Changes need to be made and properly recognised. Leaders who use this style also do both internal and external analyses, which help them figure out what changes need to be made in the workplace or in management. As shown in the case scenario, this transformational leadership by the Hilton Hotel leader is needed because COVID 19 has made a big difference in the hotel business (Mushtaq & Hussain, 2021).

Style of democratic government: This is a different kind of leadership style that shows how involved workers, or a group of members are in making decisions. This open type of leadership works well for both private and public leaders. Referring to the chosen body, leaders can use this style based on the situation and the workplace. As the chosen hotel is quite big, I suggested that they use this style because letting every employee have a say in choices and being fully involved by the boss leads to better teamwork at work.

So, it can be said that the paragraph above shows that goals can be met on time by focusing on these leadership styles in the right way. As Zhang et al. (2024) say, management and leadership are both important parts that help look at the tactics and skills that need to be used.

Evaluate the leadership methods in a critical way.

Managers and leaders of a company need to use the right leadership style to make sure that everyone is working towards the same organisational goal. It's also important for leaders and managers to have a wide range of skills, abilities, and personality traits to effectively manage the functions and operations of the company. Considering this, let's talk about some of the pros and cons of the above ideas in the context of the Hilton company:

Style of situational leadership

Strengths:

This type of leading is best because it's simple and clear (Bolden et al., 2023).

- The situational leadership style is the best and most common model used in all business fields because it helps leaders get their employees more committed and keep them on board. It's important for leaders to know which theory or model works best in each situation (Bolden et al., 2023) because different situations call for different types of leadership.

Problems:

Along with its pros, this idea also has some cons, which are listed below:

- The goal of a situational leadership style is to meet a specific need or expectation, rather than the long-term needs of the team. When it comes to the given Hotel Hilton, this business is much bigger and does its work on a world scale, which means that managers must follow the right model, which won't work for them because it only focuses on specific needs.
- Leaders at Hilton are in a situation where they need to finish a certain job in a certain way, and the company will find that being flexible will hurt them in the long run (Roe, 2022).

Transformational leadership style

Advantages:

People are more likely to stay with a company if the boss uses transformational leadership.

- In addition, this will help leaders get their team members to work harder as they try to meet their own personal goals. On top of that, it makes and oversees all the company's changes. When talking about innovative leaders, they do a great job of bringing new ideas

into already existing situations. Also, they can see where there are gaps and issues in the goal and objective process (Roe, 2022).

Problems:

Not always does it lead to a good result; sometimes it can lead to a bad outcome as well. If it doesn't happen, the company won't be able to reach its goal on time.

- Additionally, keeping team members motivated to reach a certain company goal is important. To do this, leaders of the company must constantly send updates to team members about their progress. Because of the way this leadership style works, this needs to be done often. Also, this kind of theory says that people who follow leaders must always agree with them (Deister et al., 2022).

Democratic leadership style

Advantages:

- It works well when company managers need to handle difficult tasks. For this reason, business leaders need to know how to solve problems. It gives leaders the power to do tasks with their teams based on what will happen. I also think it boosts innovation, which makes both workers and the company more productive and profitable. It gives workers a way to make a plan that will help them evaluate their work (Gultom & Situmorang, 2018).

Problems:

- It has both pros and cons. For example, because it doesn't ask for opinions, points of view, or experience, it can make team members feel bad about the job because it doesn't ask for them. This political theory has some flaws, such as the fact that it can cause people to put things off and that it takes a long time to decide (Kunnanatt, 2016).

Style of visionary leadership

Advantages:

- In a creative leadership style, a job like CEO is needed to bring the best people into the company, because talent looks for talent. Because of this, the best and brightest workers wanted to do work for them. It is one of the strongest theories in the firm and the most obvious way to explain why people do what they do. When things get tough, it's easy for workers to lose sight of the company's goals.

- Visionary leadership means that everyone in the company knows their part and is responsible for helping the company reach its goals. Therefore, each member of the team is focused on their own job and knows they need to do it well to meet the company's goals within the time limit (Fahmi, 2020).

Weakness:

- For decisions to be carried out, this idea takes a long time, and it has been shown to not work well in times of crisis. What you see is one thing, but what you do is something else. People in charge might not be as motivated to take action to make things happen if they are too focused on what will happen in the future. They might also not be as dedicated to solving problems that are happening now.
- Based on the ideas and types of leadership we've already talked about, transformational leadership is the best fit for this situation (Fahmi, 2020).

Theories of management: Scientific management theory

This is a management theory that was proposed by Fredrick Tylor and is also used by Hilton Hotel. In it, he said that money isn't the only thing that can motivate employees; tasks need to be broken down into simpler ones so that productivity goes up on a larger scale. The Hilton Hotel also uses science management theory to make sure that their employees know exactly what they need to do so that they can be more productive and get more work done.

Advantages: One of the best things about this management theory is that it keeps coworkers motivated for a longer time (A. Bryer, 2021).

Disadvantages: Another problem with this idea is that it doesn't work for all employees.

Theories of management: System management theory

This theory says that organisations are based on ideas like combining different natural and social studies. The management theory that Hilton Group is using is the best one because it works on running the system instead of just one part of it.

Benefits: The main benefit is that it helps businesses grow and makes sure that everything is done with ideals in mind.

Disadvantages: On the other hand, it's not good for small businesses.

From my point of view, leadership is very important in a business. Leaders need to have certain skills and abilities to do their jobs well and finish all their tasks on time. There are also different ideas and styles that leaders can use to successfully lead and guide their employees.

The ability to solve problems is another skill I have that helps workers do their jobs well. All of these are skills I have, but I also have some weaknesses. For example, I get angry quickly when my work doesn't get done on time or at all, which makes me bad at managing my time (A. Bryer, 2021).

Analyse the current strategy that is followed by Hotel Hilton

The goal of having a business is to meet the needs and wants of each individual and to make money so that personal and group goals can be met. And managers and leaders of the company will be able to reach this goal with the help of some ideas and models. The tactics that the Hotel Hilton is using now are revolutionary. Which is why they use this theory to make new decisions, like how they need to make decisions after the COVID-19 spread because it has a big effect on how the business unit runs. This type of leadership is mostly about long-term goals. If those goals are respected by the current process and suddenly there is a need to change things, then things can get a little tangled.

In the case of the Hotel Hilton, good leaders carefully look at all the possible outcomes, think about the pros and cons of each option, and then act right away to reduce risk and take advantage of chances.

Additionally, if I were the CEO of Hotel Hilton, I would choose democracy over transformational because it gives everyone a fair chance to be involved in the decision-making process. In the end, this will make a lot of employees happy and boost their morale. Participative or democratic leadership styles make me responsible for all my coworkers' input, which makes it easier for them to work together and coordinate (Romaniv & Skabara, 2022).

Like, I easily get angry when I can't finish my work on time. Great communication skills are the most important trait for a leader to have. These skills help me get my words and thoughts across to my fans in the best way possible. The democratic type of leadership will help me keep good relationships with my employees (Romaniv & Skabara, 2022).

What kind of leadership does the CEO of Hilton use? Transformational leadership, not democracy leadership. In this case, a good leader needs to be able to look at all the facts and weigh all the possible outcomes to make a choice that will help them deal with all the problems and strengths while also taking advantage of the chances that come up.

When a situation comes up that requires a complex task to be completed, the democratic leadership style helps team members deal with it by giving them the skills, knowledge, and experiences they need to do it. For example, the Hilton Hotel is having a lot of problems because of COVID-19. During this time, the company can choose democratic leadership over transformational leadership because it gives employees more experiences and knowledge to deal with their problems (R).

Recommendations

After looking into the above situation, COVID 19 has caused changes that have affected the organisation of the company in a larger way. It is also important for the company and its boss to know about new skills they can use to deal with these quick changes. They can make changes that are well understood if they use the right skills and leading style. Because of the pandemic, organisations have had to change the way they are set up.

In the case of the chosen business, there are different kinds of suggestions that they should think about, which are explained below:

- Because of the ongoing outbreak, the hotel industry needs to change its health and safety rules, like making people wear masks and use hand sanitizer. The organization's leader needs to know about these new rules. It also affects the ability to make choices (Deister et al., 2022).
- Another suggestion is that new leadership skills, like being able to do more than one thing at once, should be used so that changes can be examined more thoroughly. Also, when these kinds of new skills are used, they need to be properly analysed.
- Their decision-making process should also be clear to help them choose methods. The selected organisation must adapt its management style to show executives why genuine change is required. This may boost growth and development if used properly.

- After that, it is suggested that the picked company hire good leaders for their business who can increase output and profits. It has also been looked at that leaders' jobs should be made clear (Romaniv & Skabara, 2022).
- Also, they should do a monthly evaluation of the environment process so that it is easier for them to act in market emergencies and in the right way.
- It must conduct COVID-19 prevention training and development workshops to improve efficiency and revenue. Most individuals now choose masks, sensitizers, and other safety precautions; therefore, they are all considered. If the firm doesn't, their contract may be terminated. So following government legislation is crucial (Deister et al., 2022).

Conclusion

After reviewing the aforesaid report, it was recognised that business environment knowledge is necessary to study confusing occurrences. This facilitates leadership, management, and strategy. This research provides fundamental leadership tips for the COVID-19 pandemic. To achieve their aims, companies must understand business. This research also discusses utilising new leadership abilities to adapt to pandemics. It's also believed that business conditions are adaptable, thus excellent decisions must be made. This study also details the company's boss's leadership style, tactics, and talents. Due of this, a market analysis is needed. In the hotel sector, major changes affect company organisation immediately. Managing these circumstances requires the correct techniques.

Reference

- A. Bryer, T. (2021) 'Introduction to the handbook of theories of public administration and management', Handbook of Theories of Public Administration and Management [Preprint]. doi:10.4337/9781789908251.00008. Alhadi, R. (2021) 'Situational leadership style: A qualitative study', Bulletin of Pedagogical Research, 1(2), p. 228.
- Alloubani, A. and Akhu-Zaheya, L. (2018) 'Leadership styles and theories', Leadership Styles and Nursing Care Management, pp. 1–23.
- Bolden, R., Gosling, J. and Hawkins, B. (2023) 'Leadership traits, styles, and competencies', Exploring Leadership
- Bong, M.H. (2021) 'A study on the periodic analysis of the hotel industry: Focusing on the Domestic Hotel Market', International Journal of Tourism and Hospitality Research, 35(7), pp. 185–199.
- Deister, A., Marneros, A. and Rohde, A. (2022) 'Long-term outcome of patients with a positive initial episode versus patients with a negative initial episode', Negative Versus Positive Schizophrenia, pp. 208–218.
- Dinarjo Soehari, T. and Budiningsih, I. (2022) 'Competitive advantage leadership in the Ultra Modern Era', Digital Leadership - A New Leadership Style for the 21st Century [Preprint].
- Fahmi, A. (2020) 'The Situational Leadership Style in Education', Jurnal Visionary : Penelitian dan Pengembangan dibidang Administrasi Pendidikan
- Gultom, A. and Situmorang, B. (2018) 'Effect of Democratic leadership style and bureaucratic leadership style against teacher work motivation in Dolok Batu Naggar state 1 state school', Proceedings of the 1st Unimed International Conference on Economics Education and Social Science
- Mataija, M. (2022) 'Internal Situations in Community law: An uncertain safeguard of competences within the Internal Market', SSRN Electronic Journal
- Mushtaq, K. and Hussain, M. (2021) 'Transformational leadership style on job performance in clinical setting among nurses', NURSESEARCHER (Journal of Nursing & Midwifery Sciences),
- Pozharitskaya, I.M. (2020) 'Resource Management Evolution in the Quality Management System', Scientific Review: Theory and Practice, 10(9), pp. 2026–2035.

Rabea, A. et al. (2022) 'The relationship between service automation, service quality and hotel brand image in Egypt's hotel chains: Guests' perspective', *Journal of Tourism, Hotels and Heritage*, 5(2), pp. 54–76.

Rakowich, W. (2020) 'How to make tough decisions in the most uncertain times', *Leader to Leader*, 2021(99), pp. 14–19.

Roe, K. (2022) 'Situational and Contingent leadership', *Leadership*

Romaniv, O. and Skabara, R. (2022) 'Territorial Organization of International Hotel Chains in Ukraine and the strategy of their development on the example of Hilton Worldwide', *Market Infrastructure*

Schwarzschild, B. (2022) 'The tau neutrino has finally been seen. has the higgs also been seen?', *Physics Today*, 53(10), pp. 17–19.

Zhang, Z., Liu, G. and Li, M. (2024) 'Phylotranscriptomic discordance is best explained by incomplete lineage sorting within allium subgenus cyathophora and thus hemiplasy accounts for interspecific trait transition', *Plant Diversity*, 46(1), pp. 28–38.

TASK 2

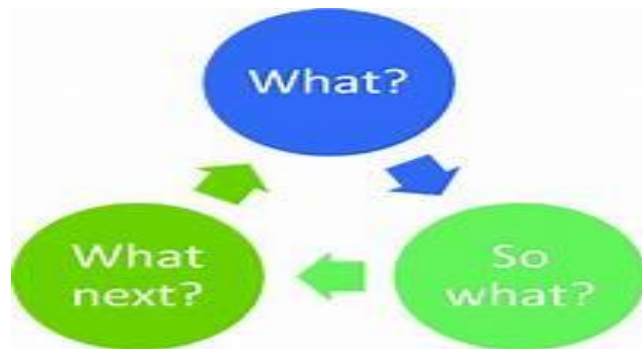
Individual Reflective Essay

Contents

Introduction	1
What?	1
So What?	2
What Now?	2
Conclusion	3
References	4

Introduction

The point of this reflection report is to look back on what I learned and how I understood leadership traits and actions from the BMSW6101 lesson. In addition, this study will look at how these ideas can be used in the workplace and in the other areas of my leadership growth and development. For this study, I chose to use the Rolfe three-stage model of thoughtful practice. There are three parts to this model: What, why, and how now? In what stage, you talk about the facts of the experience. You critically evaluate and record your ideas and emotions in the so what stage. In the now what stage, you consider how the event may enhance your life. I can arrange and order my thoughts using this paradigm. This will clarify my learning experience and its impact on my leadership. Finally, I'll discuss my work implementation strategy. I'll conclude with a summary of this reflection's main lessons.



What?

This lesson covered a range of topics related to leadership, such as leadership types and skills, the nature and purpose of leadership, the impact of leadership on people and groups, and the impact of leadership on these topics. We also looked at different theories of leadership, such as the path-goal theory, the trait theory, the behavioural theory, the contingency theory, transformational and transactional leadership, and the trait theory.

Besides, we were involved in practical tasks and talks, like considering leadership cases, accepting our own leadership traits and actions, and joining in group activities (Diller, 2023).

I have read a lot for this subject, such as Chapter 7 of Robbins, Coulter, and Randel's (2021) "Organisational Behaviour in the Workplace" and Chapter 16 of "Leadership in Organisations." These readings taught me a lot about the different leadership theories and ideas. They also

included real-life examples and case studies that helped me understand how they worked. There are many types of leadership that I have always wanted to try, and this programme gave me the chance to do so in a structured and official way. Bolden et al. (2023) say that it was interesting to see how my peers reacted differently to different leadership styles and theories. This helped to broaden the discussion and spark interesting arguments.

So What?

Because this is a subject that has always interested me, this lesson sparked my interest in learning more about different leadership theories and ideas. The knowledge about the differences between management and leadership was helpful because it made me understand what a leader does and how responsible they are. The discussion on situational or contingency leadership was also interesting to me because it stressed how important it is to change how you lead based on the circumstances (Mukherjee, 2022).

This idea hit home for me when I realised how important it is to match my personal and professional goals in order to do my best work and be happy at work. But I thought Theory X, Y, and Z leadership was hard to use because it needed a big shift in how people thought and how they understood the things that affect how workers behaved and how happy they were at work.

One of the assignments asked me to critically explain the ideas behind Leadership Theories X, Y, and Z and give real-life examples of how they could be used in a small business. It also asked me to do an in-depth analysis of Situational or Contingency Leadership and how it relates to current and recent business issues in the UK.

After looking back at my past jobs, I realise that some of the problems I faced as a leader may have been caused by the fact that I didn't know enough about and use leadership theories and ideas well enough.

What Now?

As a result, I have a better knowledge and respect of what leadership does and how it affects groups. I've also learned useful theories and skills that I can use in my future job. For example, I'm more aware of my own values, traits, and habits as a leader, and I know how important it is to be able to change and be flexible in different situations.

Character or emotional intelligence (EI) and how well leaders do their jobs are two parts of this training that I will take back to my job. I will consciously work on improving my EI at my future job by self-reflecting and asking my team members for feedback to make sure I am leading with empathy, awareness, and self-regulation (Chung, 2022).

Another thing I learned is that it's important to know the difference between leading styles and when to use each one. When I worked somewhere else, I mostly used a task-oriented leadership style because I thought meeting goals and targets was very important for the organization's success. From now on, I might try to be more adaptable in how I lead, based on the person and the situation, so that I can find a mix between getting things done and making sure everyone is happy on the team.

I'd like to learn more about how to lead a team with people from different backgrounds and promote equality, diversity, and inclusion at work.

I'm sure that learning about diversity and inclusion at work will not only make me a better boss, but it will also help make the workplace more fair and friendly. It will help me understand the problems and obstacles that different groups may face at work and come up with ways to improve their health and productivity (Chung, 2022).

Conclusion

In short, this reflection report has helped me think about what I've learned and how I understand leadership traits and actions in the BMSW6101 lesson. Using the Rolfe 3-stage reflective model, I was able to arrange my thoughts in a way that was structured and organised. This helped me understand my learning experience and how it affected my leadership practice more deeply.

I plan to get to that level of competence by constantly learning new things and intentionally thinking about how I lead others.

References

Bolden, R., Gosling, J. and Hawkins, B. (2023) 'Leadership traits, styles, and competencies', *Exploring Leadership*

Chung, H. (2022) 'The importance of contexts', *The Flexibility Paradox*, pp. 131–149.

Diller, D. (2023) 'Beginning number concepts work stations', *Math Work Stations*, pp. 69–99.

Mukherjee, A.S. (2022) 'Leading the networked organization', *Leader to Leader*