

BMTP4004

Managing Tourism, Leisure & Events Organisations

Recap & Assignment Workshop

HOSPITALITY
AND
TOURISM
MANAGEMENT

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



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Aims For Today



Applying what you've learned



Linking module theory to your assignment



Focus: Leadership, Change, People & Culture



Questions and Queries

Assignment 1

- **Friday 27th March 23:59PM**
- **REPORT:** Choose a leader in the tourism, leisure, or events sector (this will be discussed in class and must be agreed by your tutor so that all students choose a different leader). Evaluate how this leader has dealt or could deal with changes in the industry. Focus on their leadership style, decisions, and how they have impacted the people and culture within the organisation. Explore how these actions can help the sector perform better during times of change.



REGISTER

***Who have
you chosen?***

What are you being asked to do?

- Evaluate a leader during change
- Explain:
 - What they did
 - Why they did it
 - What impact it had
- Use theory to support your judgement





Report Structure:

Let's take a look at the task description and report structure together.

Find the handbook/brief and read the task description in full:

- i. Introduction*
- ii. Leadership & Change Management*
- iii. Leadership Style, Culture & People*
- iv. Strategic Recommendations for Leadership*
- v. Conclusion*



1. Introduction

- Who is the leader?
- What change did they face?
- Why does it matter?

👉 Keep it short and focused



2. Leadership & Change

Use theory here (Lewin, Kotter 8 steps)

👉 Evaluate how the leader managed change

- Did they create urgency?
- Did they communicate a clear vision?
- Did they support staff through change?
- Did they embed the change?
- What worked? What didn't?



3. Leadership Style, Culture & People

This is the “impact” section. 👉 Focus on people

- What leadership style is evident? (transformational, situational, etc)
- Did culture support or resist change? (Schein / Handy)
- How did staff respond? Was morale strengthened or damaged (culture, talent management, retention, leadership)?
- Did team or groups have any important parts to play in the success or failure (roles, responsibilities, team dynamics, Belbin)

4. Strategic Recommendations for Leadership

👉 2–4 clear, practical suggestions which must link to theory

You may decide to focus recommendations on:

- Leadership style
- Behaviour at work
- Communication
- Culture
- Talent Management and/or Retention





5. Conclusion

- Summarise key findings on leadership and change
- Confirm what leadership success and failings have been determined
- What worked vs what failed during change
- Impact on organisational performance and culture
- Key recommendations reinforced

👉 Keep it concise and evaluative.
No new theory!

What theory should you use?

- **Core themes (*must use*):**
 - Leadership styles (situational, etc)
 - Change models (Lewin & Kotter)
- **Supporting knowledge:**
 - Culture (Schein, Handy)
 - Structure (Matrix, etc)
 - Teams (Tuckman, Belbin)



Leadership & Change Theory?



Leadership Styles

Kurt Lewin (1939) early research identified three core leadership styles that still underpin much of modern thinking.

- **Autocratic vs Democratic approach**
- **Laissez-faire leadership**

Burns (1978) distinguished the difference between these two forms of leadership, later developed by Bass(1985)

- **Transactional vs Transformational**

Modern thinking proposes a new style:

- **Inspirational leadership**



Transactional vs Transformational Leadership

Transactional:

- Clear expectations
- Reward & punishment
- Short-term goals
- Structured
- Control

VS



Transformational:

- Vision
- Growth
- Inspiration & positivity
- Culture-building/morale-boosting
- Creativity

Which is more effective during change?

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Change Management Models

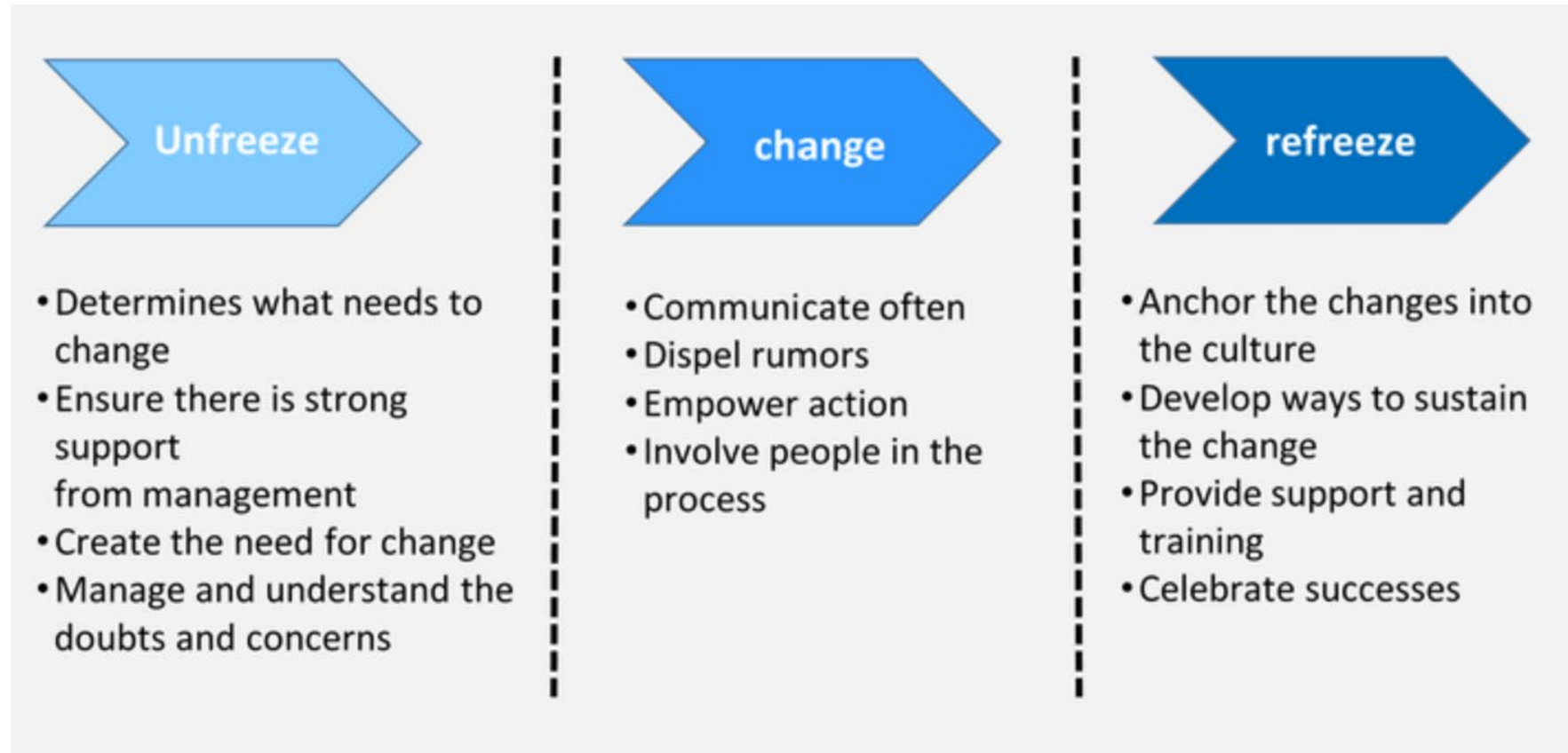
Lewin's Change Model (1947)

- **Unfreeze > Change > Refreeze**

Kotter's 8-Step Model (1990)

- **From 'Creating Urgency' to 'Anchoring Change'**

Lewin's Change Model (1947)



Kotter's 8-Step Change Model (1970)



Can you remember the internal and external **Drivers of Organisational Change?**

Can you remember what might be the individual and organisational barriers that cause **Resistance to Change?**



Using Supporting Theory:

Schein & Handy (Culture)

E.g: To explain why people reacted the way they did during change

- *“While the leader introduced new practices (artefacts), underlying assumptions remained unchanged, limiting the success of change.”*
- *“A strong power culture meant decisions were fast but reduced staff involvement...”*



Using Supporting Theory:

Organisational Structure (Hierarchical, Flat, Matrix)

E.g: To explain how change was implemented
(or struggled)

- *“The hierarchical structure allowed quick decision-making during COVID, but limited feedback from frontline staff...”*



Using Supporting Theory:

Teams & Groups (Tuckman, Belbin)

E.g: To explain team performance or dynamics during change

- *“During restructuring, teams reverted to a ‘storming’ stage, creating conflict and reducing efficiency...”*
- *“Lack of ‘Coordinator’ roles led to poor communication during change...”*



Using Supporting Theory:

- **Culture** → explains behaviour
- **Structure** → explains control/decisions
- **Teams** → explains performance

👉 **Only use theory if it helps your argument**



👉 Not every theory we've covered needs to be used — but the best assignments use relevant supporting theory to strengthen their argument.

The best assignments don't use the most theory — they use the right theory in the right place.”



COMMON MISTAKE	ADVICE
Describing instead of evaluating	Be analytical, not descriptive
Not using theory	Fewer theories, apply them well
Weak or vague recommendations	Always link back to leadership + change
Ignoring people and culture	Focus on people and impact

Assignment 1

- **REPORT FORMAT! REPORT FORMAT! REPORT FORMAT!**
- *Text format:* Arial Font 12, 1.5 line spacing, Justify Text
- You must include in-text citations, along with a Reference List which should contain a minimum of 20 academic references that conform to UWTSD's Harvard Referencing Guide.

Assignment 1

- **SUBMISSION DEADLINE: Friday 27th March 23:59pm**
- **1-2-1 Assignment Meetings – Wednesday 25th March**
(with prior appointment only)
- **DRAFT DEADLINE: Friday 20th March by 5pm (via email)**
You can meet with me on the 25th March in addition, or instead of this. However, I will not review drafts via email after the deadline of 20th March.

Thank you!

I look forward to seeing you next week, if you have any questions in the meantime please send me an email...

n.dyer@uwtsd.ac.uk

...(from your student email account ALWAYS!).

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