

STAGE 1 - Placement Project Proposal – Initial Ideas Form.

Student name: Ligia Luana Popa (2111540)

Course: Hotel Placement Research Project/ BMIH6006/8

PROJECT TITLE / FOCUS:

Examining the Interdepartmental Conflict between the Administrative and Operational Departments at Marriott Highcliff Hotel, Bournemouth: A Comprehensive Analysis

PROJECT AIM:

This research project aims to determine, examine, and address disputes that arise between the Administrative and Operational Departments at Marriott Highcliff Hotel, Bournemouth, intending to enhance organisational effectiveness and cultivate a cohesive work atmosphere.

PROJECT OBJECTIVES:

Goal 1: Assess the Characteristics and Extent of Conflict amongst Departments
Specific: It is imperative to undertake a comprehensive evaluation of the various categories and magnitudes of disputes that arise between the Administrative and Operational Departments.

Measurable: The collection of quantitative and qualitative data on conflict occurrences and their impact can be achieved through the utilisation of surveys, interviews, and observational approaches.

Achievable: To accomplish this objective, it is necessary to actively involve relevant parties involved and obtain organisational data to acquire a thorough comprehension of conflict dynamics.

Realistic: With the availability of essential resources and collaboration from hotel management, it is possible to thoroughly assess the conflict.

Time-bound: The evaluation phase should be completed within a three-week timeframe to ensure the project progresses on time.

Goal 2: Determine the fundamental reasons and factors that contribute to conflicts between different departments.

Specific: To successfully deal with interdepartmental conflict, it is crucial to identify and analyse the unique elements present within the organisational structure, communication channels, and work processes.

Measurable: Examine collected data to measure the frequency and importance of recognised underlying factors.

Achievable: Employ data analysis methodologies and principles from the field of organisational psychology to proficiently ascertain fundamental factors.

Realistic: With the availability of pertinent data and specialised knowledge in conflict analysis, it is plausible to precisely ascertain the underlying reasons.

Time-bound: The identification of underlying causes should be completed within a two-week timeframe to sustain progress and concentrate on their resolution.

Goal 3: This research project aims to propose customised conflict resolution strategies and interventions.

Specific: Formulate practical suggestions and tactics to tackle the underlying issues and effectively reduce conflicts between different departments.

Measurable: Evaluate the practicality and potential influence of suggested tactics by gathering input from stakeholders and predicting enhancements in conflict resolution.

Achievable: The development of practical and viable recommendations can be achieved by utilising evidence-based techniques and insights from conflict resolution literature.

Realistic: Based on the study team's skills and the insights derived from data analysis, it is plausible to propose effective tactics.

Time-bound: Deliver completed recommendations within three weeks, enabling incremental progress through continuous data analysis and communication with stakeholders.

RATIONALE (reasons):

The rationale behind selecting the research topic entitled "Examining the Interdepartmental Conflict between the Administrative and Operational Departments at Marriott Highcliff Hotel, Bournemouth: A Comprehensive Analysis" is based on various significant factors:

1. **Relevance and Importance:** Interdepartmental conflicts have a substantial influence on the performance of an organisation, the morale of its employees, and the satisfaction of its customers. Addressing conflicts within Marriott Highcliff Hotel is vital for preserving competitiveness and sustainability, considering the central role of the hospitality industry in creating excellent customer experiences.
2. **Identified Need:** The Marriott Highcliff Hotel may have identified reoccurring problems between its Administrative and Operational Departments through preliminary evaluations or internal feedback channels. Acknowledging the necessity for intervention, many stakeholders, such as management, staff, and potentially consumers, may have demonstrated a desire to address these conflicts to improve the overall efficacy of the organisation.
3. **Alignment with Organizational Goals:** The project task is in accordance with the overarching objectives of Marriott Highcliff Hotel, which include delivering exceptional service quality, promoting operational efficiency, and cultivating a pleasant work culture. The research immediately contributes to attaining these aims and sustaining the hotel's status as a premium hospitality destination by addressing interdepartmental disputes.
4. **Practical Impact:** The research findings have practical consequences for the daily operations, employee engagement, and customer satisfaction levels of Marriott Highcliff Hotel. Through a comprehensive comprehension of the underlying factors contributing to conflicts and the implementation of efficacious ways for settlement, the

hotel has the potential to augment its overall performance, thus yielding advantages for stakeholders and the wider community.

5. **Contribution to Knowledge:** The undertaking offers a chance to provide significant contributions to the domain of organisational behaviour and management, specifically within the framework of the hospitality sector. Through the implementation of a thorough examination and the subsequent recording of the results, this research has the potential to contribute to forthcoming investigations, provide guidance for optimal approaches within the industry, and deepen comprehension of interdepartmental dynamics within comparable organisational contexts.

In brief, the decision to undertake the undertaking of investigating interdepartmental conflict at Marriott Highcliff Hotel, Bournemouth, is motivated by its pertinence, recognised necessity, congruence with organisational objectives, potential tangible influence, and contribution to the advancement of knowledge in the respective domain. The project aims to tackle the Marriott Highcliff Hotel's organisational challenges by addressing the who, why, what, where, when, and how aspects. The why aspect involves resolving conflicts and improving performance. The what aspect involves conducting a comprehensive analysis of interdepartmental conflict. The where aspect focuses on Bournemouth. The when aspect involves ongoing or scheduled timeframes. Lastly, the how aspect involves utilising research methodologies and interventions.

LITERATURE RESEARCH:

1. Musadad, M., Dianita, I.A. and Dirgantara, P. (2021). Hotel Interdepartmental Communication: A Case of F&B Service and Sales & Marketing at Mercure Bandung Nexa. *TRJ Tourism Research Journal*, 5(1), p.1. doi:<https://doi.org/10.30647/trj.v5i1.97>.
2. Seyitoglu, F. and Yüzbaşıoglu, N. (2015). The Role of Strategic Communication in Hospitality Industry 'The Case of Antalya'. *Journal of Social Science Studies*, 2(2), p.16. doi:<https://doi.org/10.5296/jsss.v2i2.6526>.

3. Oliva, R. and Watson, N. (2010). Cross-functional alignment in supply chain planning: A case study of sales and operations planning. *Journal of Operations Management*, 29(5), pp.434–448. doi:<https://doi.org/10.1016/j.jom.2010.11.012>.

BENEFITS:

1. Through an analysis and resolution of interdepartmental conflict at Marriott Highcliff Hotel, this study seeks to uncover bottlenecks and causes of inefficiency in the interaction between the Administrative and Operational Departments, with the ultimate goal of enhancing organisational efficiency and productivity. The implementation of solutions derived from research findings has the potential to significantly enhance the overall efficiency and productivity of the hotel by streamlining processes, mitigating conflicts, and fostering improved collaboration.
2. The study project aims to investigate the potential impact of interdepartmental conflict on employee satisfaction and retention. The initiative seeks to enhance the work environment by identifying particular areas of unhappiness and executing focused interventions, such as enhancing communication channels or introducing conflict resolution procedures. Consequently, this can result in heightened levels of employee contentment, reduced rates of employee attrition, and potentially measurable enhancements in measures related to staff retention.
3. The customer experience within a hotel can be directly influenced by interdepartmental conflicts, leading to optimisation in customer experience and loyalty. The primary objective of this research is to foster a more cohesive and customer-centric atmosphere through the identification and resolution of conflicts. Enhanced cooperation between the Administrative and Operational Departments has the potential to yield more streamlined service provision, expedited response durations, and heightened levels of visitor contentment. Quantitative indicators of better customer experience and loyalty resulting from the project's outcomes can be obtained by measuring improvements in customer feedback scores, favourable internet reviews, or repeat business.