

BMTP4004

Managing Tourism, Leisure & Events Organisations

Organisational Culture

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



Understanding organisational culture



Why culture matters in tourism, leisure and events



Introducing culture frameworks



Applying theory to real organisations

QUICK REGISTER



The Assignments (t.b.c)

- Assessment 1: Individual assignment on leadership and change
- Assessment 2: Group case study on culture, leadership and management

You will be supported step-by-step for both.

ACTIVITY

Recap on last week – *what did we learn from the Alton Towers case study?*

- *Was this about people, systems, or both?*
- *How might organisational culture matter here?*
- *Why is management so important in tourism and leisure?*





- *Was this about people, systems, or both?*

“Accidents are organisational, not just individual”

- *How might organisational culture matter here?*

“Culture shapes what people think is normal, acceptable, or risky at work.”

- *Why is management so important in tourism and leisure?*

“Management decisions set the conditions for behaviour”

What we're really starting to see is that behaviour at work is deeply influenced by organisational culture — which is what today's lecture is about.

ACTIVITY

Discuss:

- *What is organisational culture?*
- *What do we mean by this?*

Any examples?



“Organisational culture is the way things are done around here.”

Deal, T.E. and Kennedy, A.A. (1982) *Corporate Cultures: The Rites and Rituals of Corporate Life*. Reading, MA: Addison-Wesley.

““Organisational culture refers to the collection of values, beliefs, norms and assumptions that shape the way people behave within organisations.”

Mullins, L.J. (2016) *Management and Organisational Behaviour*. 11th edn. Harlow: Pearson.

“Organisational culture is a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration.”

Schein, E.H. (2010) Organizational Culture and Leadership. 4th edn. San Francisco: Jossey-Bass.

Let's Review – *What is Organisational Culture?*

- 'The way things are done around here'
- Shared values, norms and expectations
- Shapes behaviour at work
- Often invisible but powerful



Why is Culture Important?

- **Guides Behaviour:** sets expectations for how people should act in different situations.
- **Creates Shared Values:** aligns people with common beliefs and priorities, influencing decisions and actions.
- **Fosters Unity:** Brings people together, promoting teamwork and collaboration.
- **Influences Communication:** Shapes how people interact - formally and informally.
- **Supports Consistency:** Ensures behaviour is predictable, reinforcing stability/order.
- **Encourages Adaptation:** Helps individuals adapt to change by providing shared understanding and norms.

Why might it matter MORE in Tourism & Events?

- Staff ARE part of the product/experience
- Behaviour is DIRECTLY visible to customers (service industry)
- Safety, service and reputation depend on culture (e.g. high risk events)
- Culture influences performance under pressure (e.g. seasonal pressures)



Organisational Culture: Google



ACTIVITY

In groups, what does this video shows about Google's culture?

- *How are things done?*
- *What are the norms? What are the expectations for employees?*
- *What are the benefits/downsides for Google do you think?*



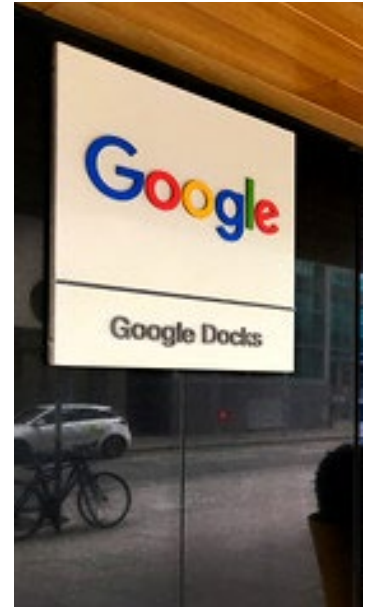
What did this video show us:

- Google encourages innovation by minimising rules and letting employees focus on what matters.
- Employees enjoy diverse facilities like dining options, pet-friendly policies, Pilates, and massages.
- Work hours and locations are flexible, fostering a comfortable, creative environment
- Everyone's ideas are valued, with freedom over product direction.
- The company treats people as its greatest resource, blending a corporate campus with a university vibe.



What does Google leadership/management get from a positive working culture?

- **Promotes alignment:** Easier for management - actions and decisions.
- **Enhances communication:** A common language, open communication.
- **Boosts morale:** Employees feel valued, boosting motivation and loyalty.
- **Fosters Collaboration:** Encourages teamwork, coordinated efforts.
- **Strengthens Trust:** Between employees and management, easing leadership and decision-making.
- **Encourages Commitment:** Employees aligned with the culture are more committed to organisational goals, supporting management's direction.
- **Facilitates Change:** Helps employees adapt to changes.





BREAK – 15mins

Some theory...



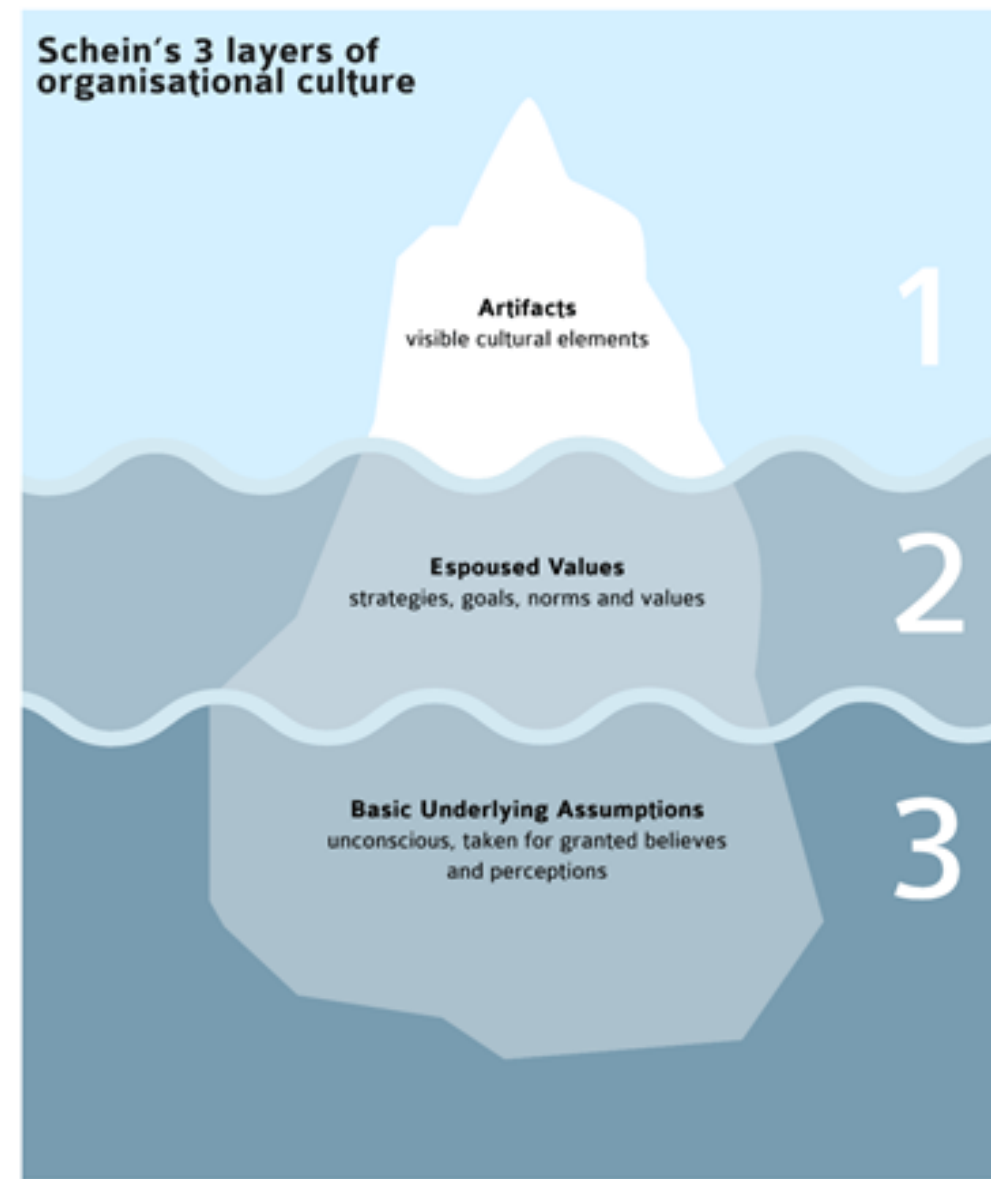
Edgar Schein and Organisational Culture

Schein suggests that organisational culture exists at different levels.

1. Artifacts
2. Espoused values
3. Basic underlying assumptions

Some parts of culture are easy to see, while others are hidden and taken for granted.

Understanding these levels helps explain why people behave the way they do at work — especially under pressure.

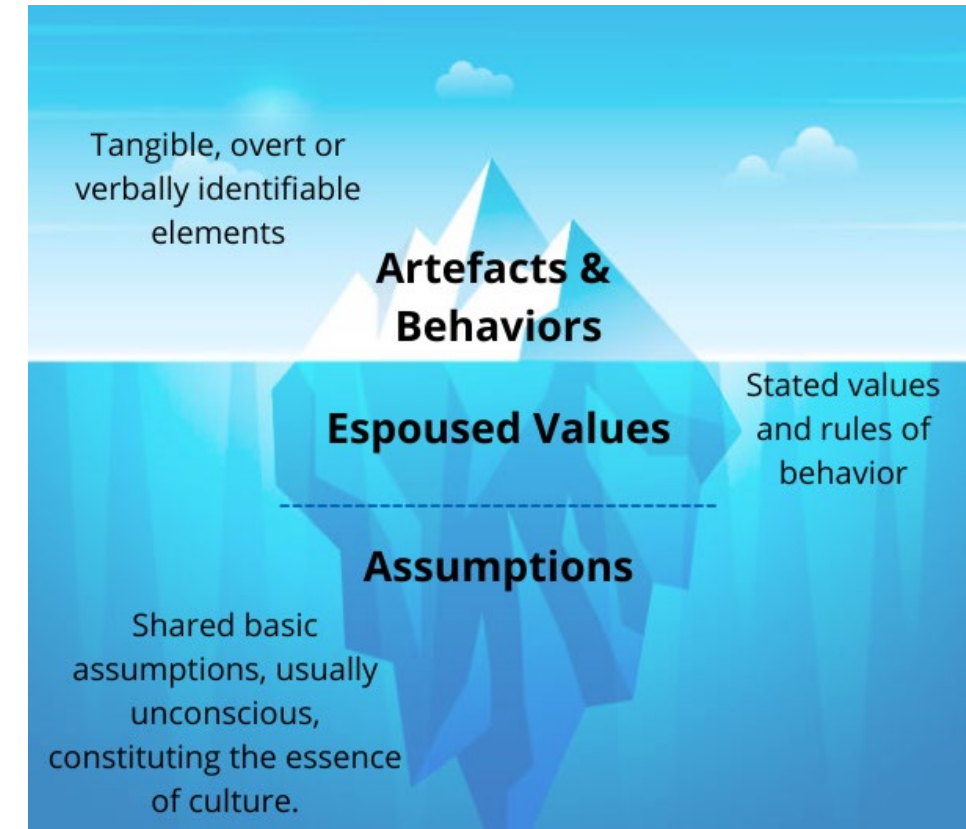


Levels of Culture: Schein

1. Artifacts:

Artifacts are the visible and observable aspects of culture.

Artifacts are easy to spot, but they don't always explain why people behave in certain ways.



Can you think of examples of artifacts?

Levels of Culture: Schein

1. Artifacts:

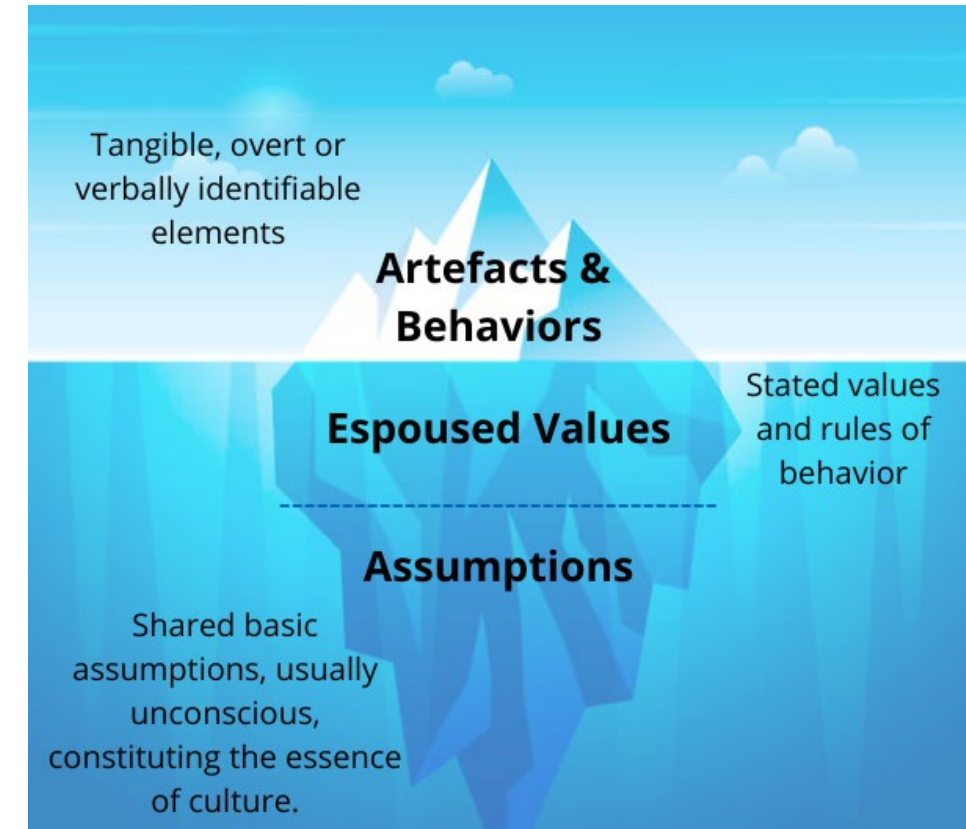
- Physical environment (office layout, décor, architecture)
- Language (jargon and communication style used by employees)
- Symbols (logos and dress codes)
- Rituals and ceremonies (team building activities, award ceremonies)
- Stories and myths (anecdotes about the company's history)

Levels of Culture: Schein

2. Espoused values:

- Mission statements
- Company values (e.g. “customer first”, “safety is our priority”)
- Official policies and rules

Sometimes there is a gap between what organisations say they value and what actually happens in practice.



Mission and Vision Examples:-

Mission Statement:

"To organize the world's information and make it universally accessible and useful."

Vision Statement:

"To provide access to the world's information in one click."



Mission Statement:

"To entertain the world."

Vision Statement:

"To become the best global entertainment distribution service."

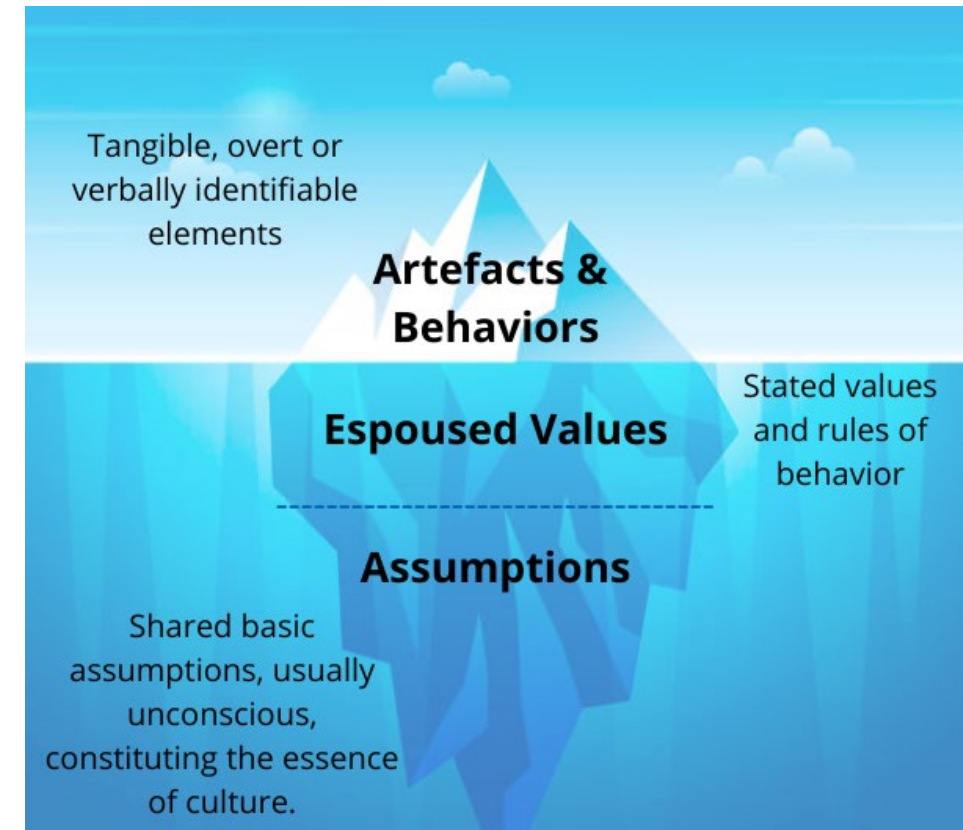
Levels of Culture: Schein

3. Underlying Assumptions

What people really believe. Basic assumptions are the deepest level of culture and hardest to change. They are often unconscious and taken for granted.

Examples:

- “Don’t question management decisions”
- “Keeping customers happy matters more than safety”
- “This is just how things are done here”



Handy's Culture Types

Created a model to explain how different cultures within an organisation affect how people behave and work. Four main types of culture, each based on what's important to the organisation:

These culture types describe:

- how power is used
- how decisions are made
- how work is organised



1. Power Culture:

In a power culture, a small group of people or one leader has most of the control and makes key decisions.

Key features:

- **Decisions made by a small group or one leader**
- **Few rules or procedures**
- **Influence depends on who you know**

E.g: A small, family-run hotel.

Strengths: Fast decisions, clear authority

Risks: Over-reliance on one person, staff afraid to challenge



2. Role Culture:

In a role culture, people's jobs and responsibilities are clearly defined. The structure is organised and everyone knows what they need to do.

Key features:

- **Strong rules and procedures**
- **Clear job descriptions**
- **Stability and predictability**

E.g: Airports, large hotels, transport organisations.

Strengths: Consistency, clear expectations

Risks: Can feel inflexible, slow to respond to change.



3. Task Culture:

In a task culture, the focus is on getting specific tasks or projects done, often by teams of people working together.

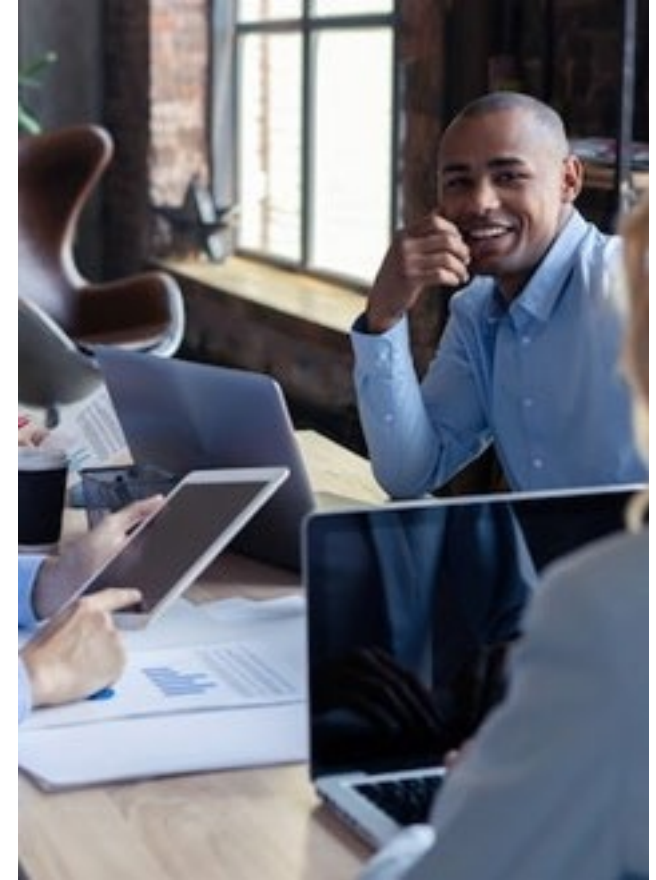
Key features:

- **Teamwork and collaboration**
- **Skills and expertise matter more than job title**
- **Flexible roles**

E.g: Event management teams, festivals.

Strengths: Adaptable, problem solving, encourages innovation

Risks: Can be stressful, requires effective communication



4. Person Culture:

The individual is the most important, and the organisation exists to support the people who work there.

Key features:

- **Organisation exists to support individuals**
- **High levels of autonomy**
- **Little formal hierarchy**

E.g: Freelance tour guides, self-employed event professionals.

Strengths: High independence, Personal expertise valued

Risks: Difficult to manage, Weak organisational control

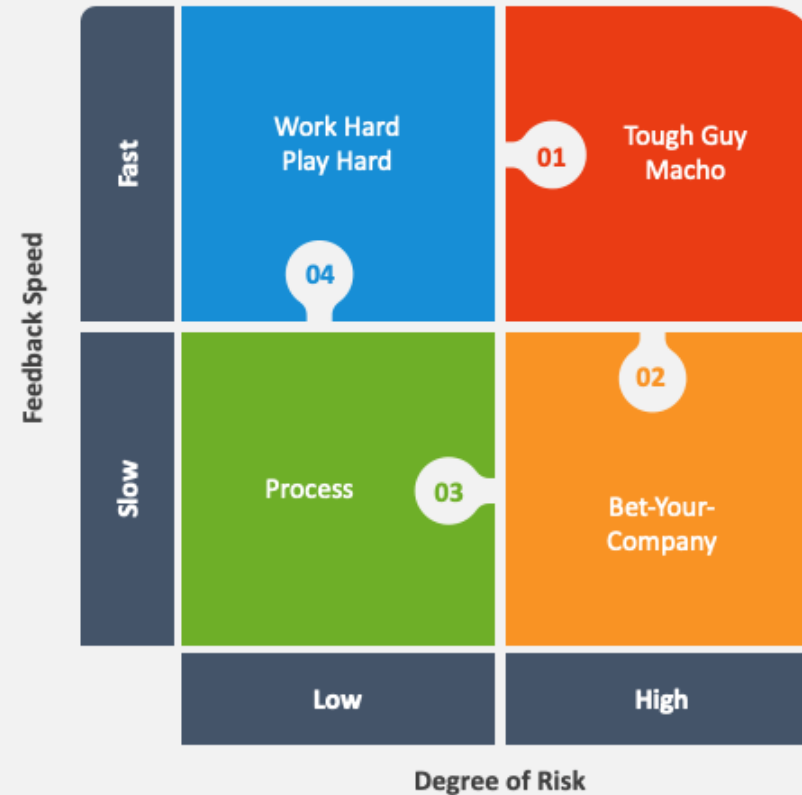


Most organisations show a mix of types, but one type is usually dominant.



Homework:-

DEAL AND KENNEDY CULTURAL MODEL



ACTIVITY

Let's discuss: "Butlins's – Creating and Maintaining Organisational Culture"

The organisation has invested in improving workplace culture to boost morale, service quality, and brand reputation.

- ***What do you think some of the key challenges Butlin's face are?***
- ***How would you describe Butlins' organisational culture?***



ACTIVITY REVIEW

Key challenges:

- *Seasonal workforce*
- *High emotional labour*
- *Consistent service across locations*
- *Management influence on behaviour*



ACTIVITY

In groups: “Butlins – Creating and Maintaining Organisational Culture”

- 1. Identify artefacts, values and assumptions (Schein).*
- 2. Decide which of Handy’s culture types best fits.*
- 3. What recommendations would you make to improve organisational culture at Butlins?*



Changing Culture

[Changing Culture: New Organizational Approaches](#) (1993)

by Allan Williams, Paul Dobson, and Mike Walters



How do we go about changing culture?

1. **Assessing Current Culture:** Gather employee feedback to identify strengths and weaknesses.
2. **Clarifying Desired Culture:** Define values, behaviours, and goals that align with the company's mission and vision.
3. **Engaging Leadership:** Leaders must model the behaviours and values they want to see, as their commitment inspires others.
4. **Communication is Key:** Leaders should clearly explain the reasons for change and how it benefits the company.

Changing Culture

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How do we go about changing culture?

5. **Aligning Systems and Processes:** Ensure systems, policies, and structures support the desired culture, including rewards, performance management, and hiring practices.
6. **Empowering Employees:** Involve employees at all levels, giving them the tools and support to embrace the new culture.
7. **Measuring Progress:** Regularly track feedback, performance, and behaviour changes to monitor cultural progress.
8. **Sustaining the Change:** Keep reinforcing new behaviours to ensure the culture change becomes permanent.

In your assessments!

- Culture is central to both assessments
- Use theory to explain behaviour
- Focus on management influence, not just individuals



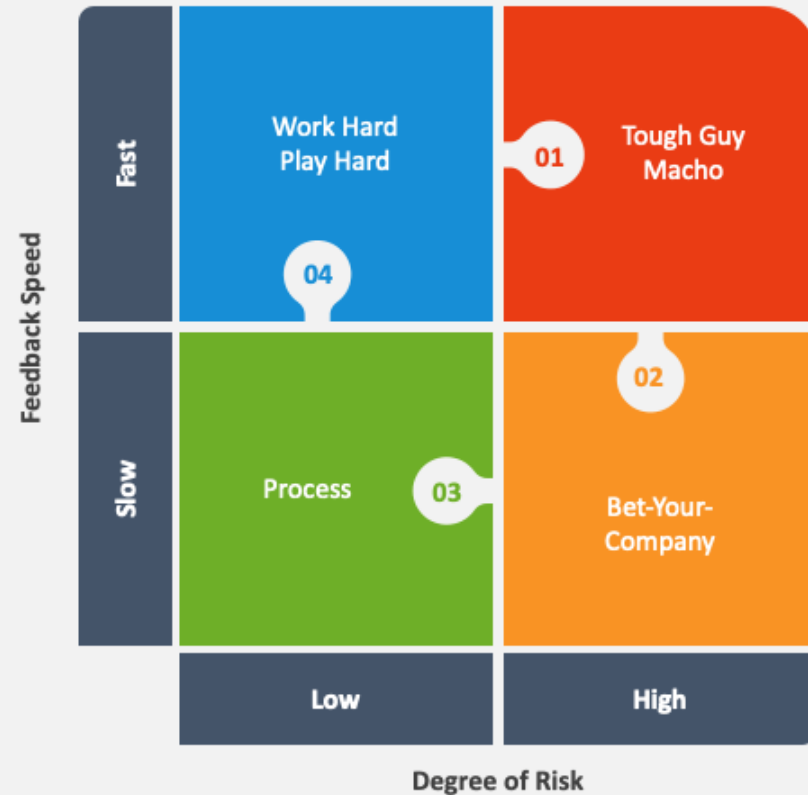


Any questions?

Homework:-

...and...

DEAL AND KENNEDY CULTURAL MODEL



Next week:

Groups and teams:

- How people work together
 - Why teams succeed or fail
 - Implications for tourism and events
- Book: Lencioni, PM (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. London: Wiley
 - Journal Article: Mastroianni, A., Cooney, G., Boothby, E., and Reece, A (2021). 'The linking gap in groups and teams', *Organisational behaviour and human decision processes*, 162(1), pp.109-122. Available at: <https://www-sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S074959782030399X> (Accessed on 2 Feb 2025)
 - Website: Katzenbach, JR., and Smith, D (1993). *The Discipline of Teams*. Available at: <https://hbr.org/1993/03/the-discipline-of-teams-2>

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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