BMIH5005

International Hotel Management

Personnel Resourcing and Development

Week 8 – Change Management and Ethical Leadership

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

Change Management

Do you love changes?
Why or why not?

Change Management…

- What is it?
- Why do we need it?

Organizational Change

- Growth opportunities, especially new markets.
- Economic downturns and challenging trading conditions.
- Shifts in strategic objectives.
- Technological developments.
- Competitive pressures, including new entrants, mergers and acquisitions.
- Customer or supplier pressure, particularly shifting markets.
- Learning new organisation behaviours and skills.
- Government legislation/initiatives

NED'S ALWAYS BEEN AFRAID OF CHANGE...
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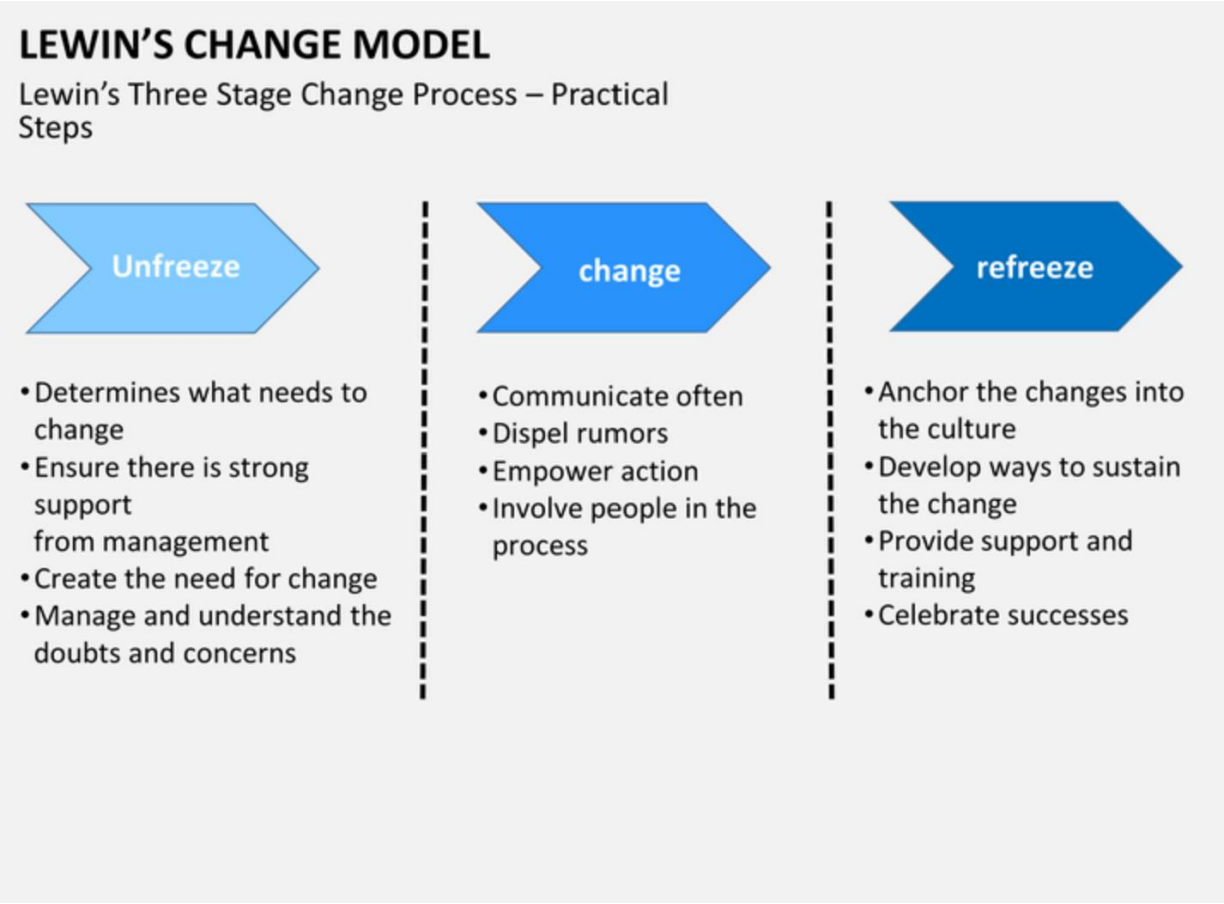
CNBC

Kurt Lewin's 3 Stage Model



In the chat box, what is one word that you think when it comes to change?

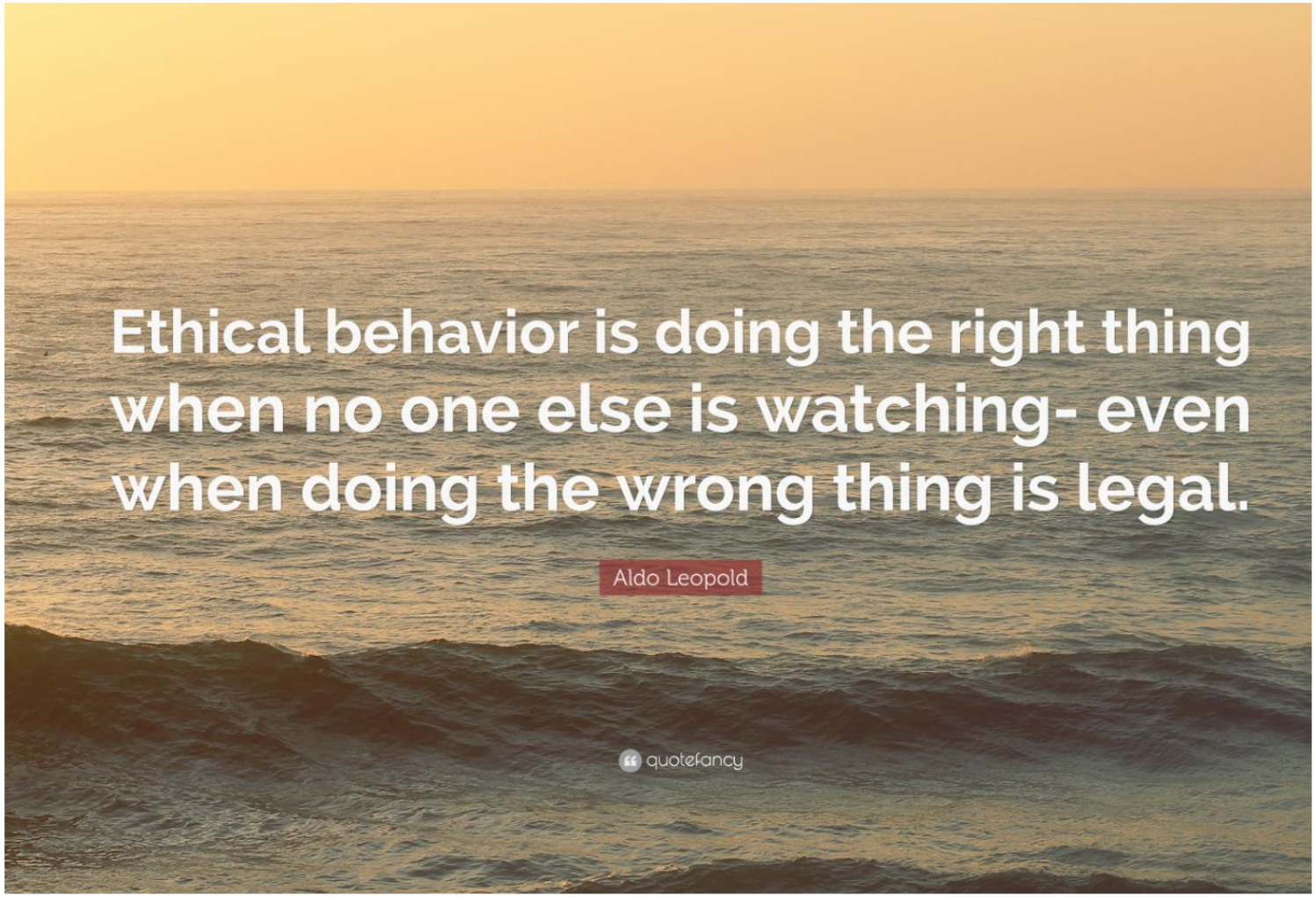
Kubler Ross Change Curve

Watch the video - What does change mean to you?

Ethical Leadership

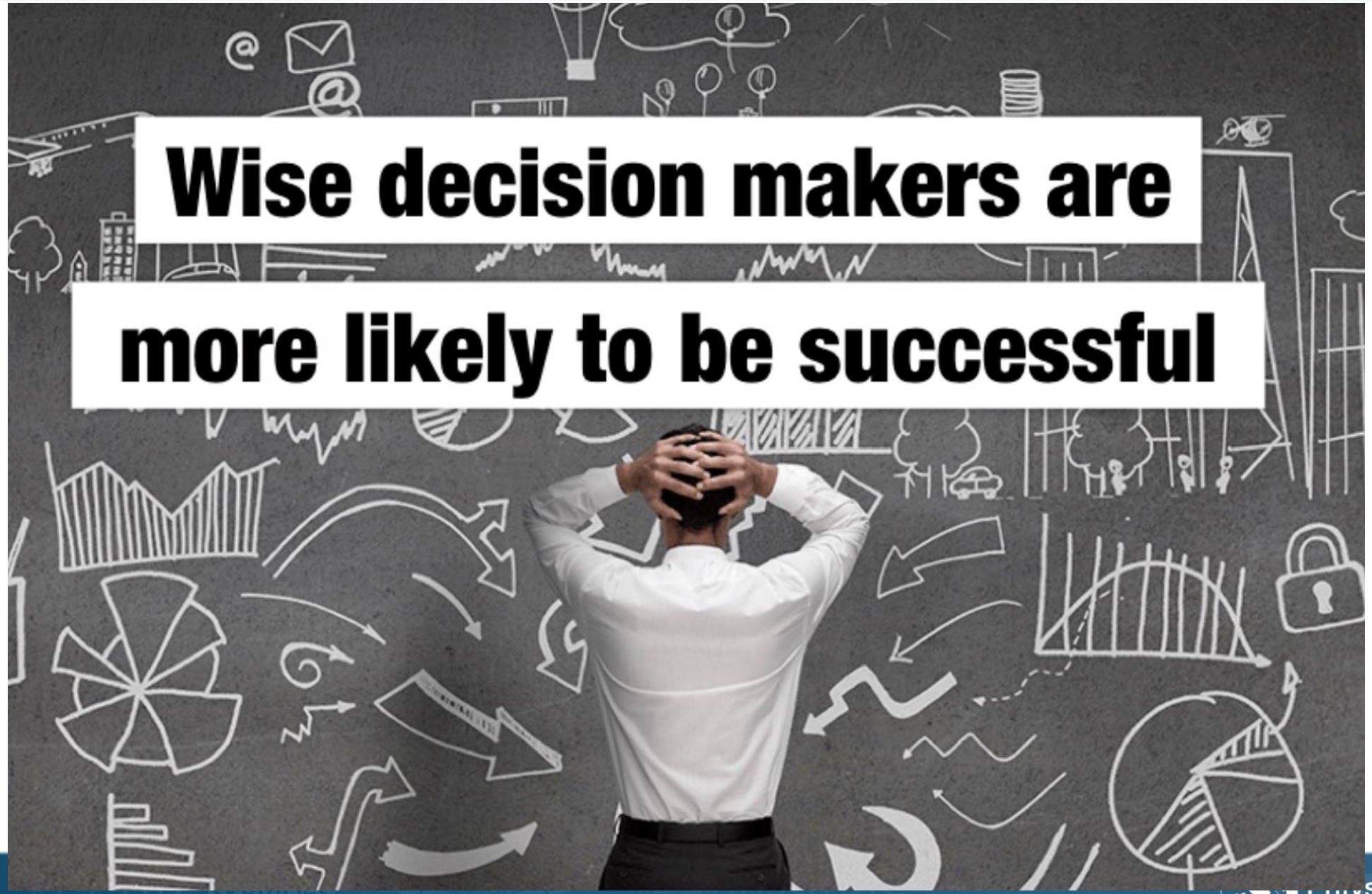
Decisions

How do we come to a decision?


Ethical behavior is doing the right thing when no one else is watching- even when doing the wrong thing is legal.
Aldo Leopold
quotefancy

Me: I'm gonna eat healthy

Me:


Wise decision makers are
more likely to be successful

Definitions of Ethics

Ethics is a science of human choice concerned with the basic guidelines for how one ought to live one's life. It answers the question, "How should I live?" (Machan & Chesher, xiii.)

Ferrell, Fraedrich and Ferrell (p 8) define ethics as the study and philosophy of human conduct with an emphasis on determining right and wrong.

Ethics is the systematic study of general principles of right and wrong behaviour (Craig, xxii).

Are Ethics and Morals the Same?

- Ethics refers to the systematic study of general principles of right and wrong behaviour.
- Morals and morality describe specific, culturally transmitted standards of right and wrong.
- Both ethics and morality involve decisions about right and wrong.

Johnson, (2007).

Quite simply

Morality governs private, personal interactions.

Ethics governs professional interactions.

Continued

Ethics refer to rules provided by an external source, e.g., codes of conduct, codes of ethics, codes of practice.

Morals refer to an individual's own principles regarding right and wrong.

Parents

- Parents instill ethics and morals in children. Example: A child yells at their friend – calling them a name.
- How does the parent respond?
- Other ways?

Peers

- Friends effect your moral judgments. Example: A friend or acquaintance might coax you to speed, to be abusive, to use drugs.
- Peer pressure can sometimes cause people to make moral and ethical decisions.
- Others?

Main Factors in deciding the moral status of a situation

- Decisions likely to have significant effects on others
- Decision likely to be characterised by choice in the alternative courses of action are open
- Decision is perceived as ethically relevant by one or more parties

Individual influences on ethical decision making

Factor	Influence on ethical decision making
Age and Gender	Ver mixed evidence leading to unclear associations with ethical decision making
National and cultural characteristics	Appear to have a significant effect on ethical beliefs, as well as views of what is deemed an acceptable way to approach certain business issues
Education and employment	Somewhat unclear, although some clear difference in ethical decision making between those with different educational and professional experience seem to be present
Cognitive moral development	Small but significant effect on ethical decision making
Locus of control	At most limited effect on decision making, but can be important in predicting the apportioning of blame/apprehension
Personal Values	Significant influence – empirical evidence citing positive relationships
Personal integrity	Significant influence likely, but lack of inclusion in models and tests
Moral Imagination	A relatively new issues with potential, but largely untested, explanatory potential

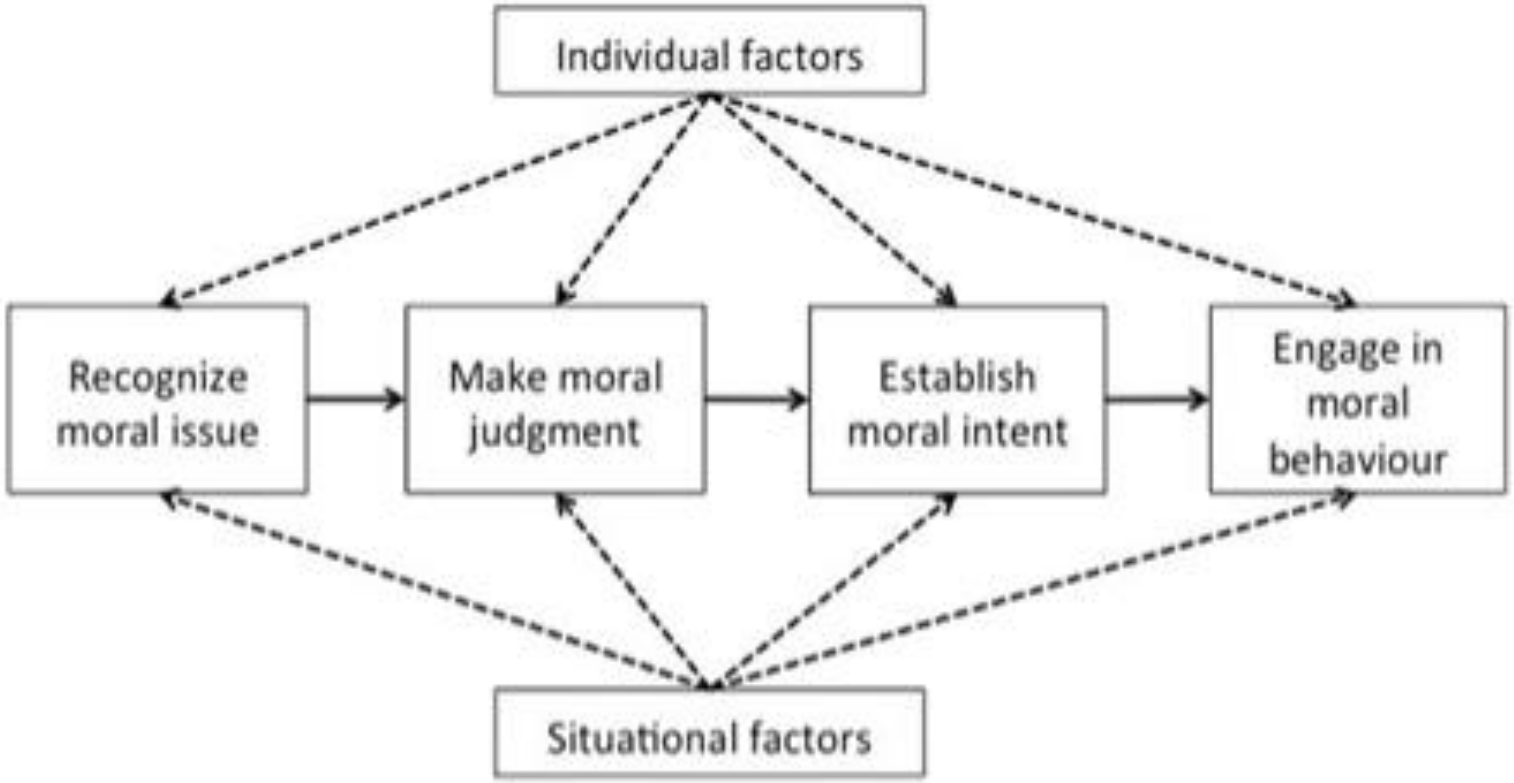


Figure 1: Rest's Framework for understanding ethical decision-making (Crane and Matten 2016:140)

Interview

Dan Price: the CEO who took a pay cut to give his staff a $70k minimum wage

Lucy Rock

The Seattle CEO cut his own salary to give his employees a much higher basic pay, an experiment some describe as 'lunatic', others pioneering. It's about values, he says, and hopes others will follow his lead in tackling inequality. But will they?

Recent Topics of Controversy

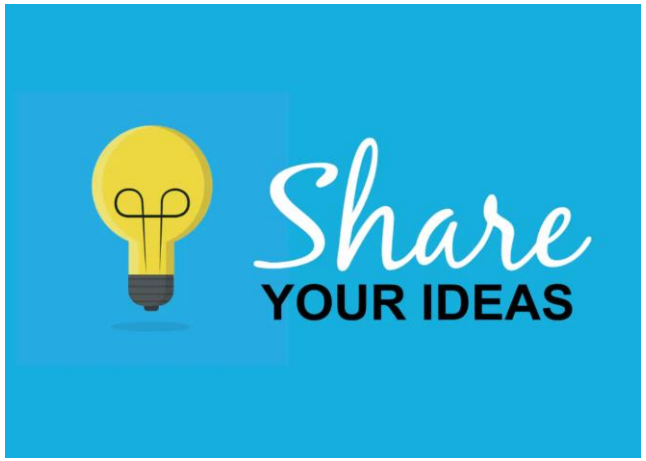
- Driverless Cars
- Global Warming
- Animal Testing
- LGBTQ rights - Legalisation of same sex marriage
- Death Penalty
- Sex education in primary schools
- Marijuana being a legal drug
- Abortion
- Plastic Waste

Ethical Leadership

- Ethical leadership, as a distinct strand of leadership stresses on adopting new professional standards of conducting routine activities. It is an ideal construct to build a new form of workplace behaviour. Instrumental relationships are discarded to promote greater humanization in the workplace through a shared construction of values, which foster commitment (Langlois, 2011)

Ethics in the workplace

- How can we embed an ethical culture?



- Recruitment
- Induction
- Training
- Leadership
- Learning and Development
- Corporate Standards
- Ethos of company
- Integrity Line – share unethical concerns in confidence
- Reinforce ethical behaviour – don't penalise whistleblowing

'In an era of increased transparency, perceptions are that unethical behaviour is increasing. As well as role modelling ethical behaviour individually, HR is often tasked with being the ethical conscience of an organisation. As a professional, habitual ethical practice is intrinsic in decision making and navigating dilemmas.'

'Internally, establishing a culture of ethical practice improves morale and reduces risks that arise from unethical practice. On a macro level, reputable ethical practice not only contributes towards good relations with customers, but has proven to impact financial performance.'

Tina Russell, Professional Conduct Manager, CIPD

What would you do?

- You see a co-worker harassing another employee, or you see a supervisor harassing or bullying a subordinate. What do you do?
- A co-worker is consistently late, and you know it's because of their home situation; however, they continue to slide into work unnoticed. Do you say something or not?

Do you know where your clothes are made?
Do you care?
Should you care?

SWEATSHOPS

Would you rather?

- Give up social media or eat the same dinner for the rest of your life?
- Win £25,000 or have your best friend win £50,000
- Work in a high paying job that you hate, or your dream job with only enough money for basic necessities?
- Give up brushing your hair or brushing your teeth?
- Have a pause button on your life, or a rewind button?

What about these?

- Drunk driving
- Radar detectors
- Illegally dumping pollutants
- What would you do?
- What ethical issues can you identify in your sector of IHM ?

The Chores!

- Ironing
- Washing the dishes
- Doing Laundry
- Vacuuming
- Changing the bedding
- Cleaning the house
- Making Dinner

- Rank them in order of preferences and list

- Why do we do certain tasks first?
- Do you do chores, or do you leave this to others?

Compromising Data

Casting Couch Controversy

- You are at an interview and you are told ‘Don’t tell anyone but we will offer you the consultancy job because the other candidates are female, and we refuse to hire woman here’ … what would you do?
- If you take the job, there’s a £100,000 signing on bonus… does this change your mind?

Are our phones listening?

Further Reading

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I look forward to seeing you next week. If you have any questions in the meantime, please send an email or on the Teams tile!