

BMTP4004

Managing Tourism, Leisure and Events Organisations

'Managers' continued



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

Today's Objectives

1. To define management
2. To explain management's key functions
3. To look at what managers do
4. To think about why managers are needed
5. To consider their organisational impact
6. To assess how the setting influences the job of a manager



Jason Liberty –Royal Caribbean



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What's the Relevance to Management?

'Give a man a fish, and he eats for a day.

Teach a man to fish, and he eats for a lifetime.'

(Lao Tze)



Off the Record.....

‘You can’t help liking the managing director – if you don’t, he fires you’

‘I don’t want any yes men around me. I want everybody to tell me the truth, even if it costs them their jobs’ (Sam Goldwyn)

Work is the curse of the drinking classes
(Oscar Wilde)

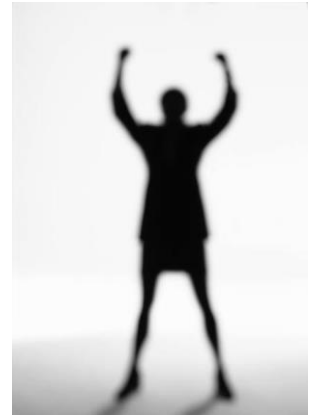
Management can be regarded as 'Making things happen'

- Getting things done through others
- Within a structured organisational setting
- Prescribed roles, systems & procedures
- Being directed towards achieving aims and objectives
- Using scarce resources in the best way
- Coping with change and uncertainty



A manager's main job is...

- To inspire employees to do their best
- To establish a working environment which lets them achieve their goals
- To remove obstacles in the organisation that stop people doing their jobs effectively
- To get people the resources they need
- To train them
- To do their jobs effectively



Who gets to be a manager?



**How many times have
we seen this go
wrong?**



Activity 1

What key skills do you need to get things done through others?

The process of management

To 'make things happen':

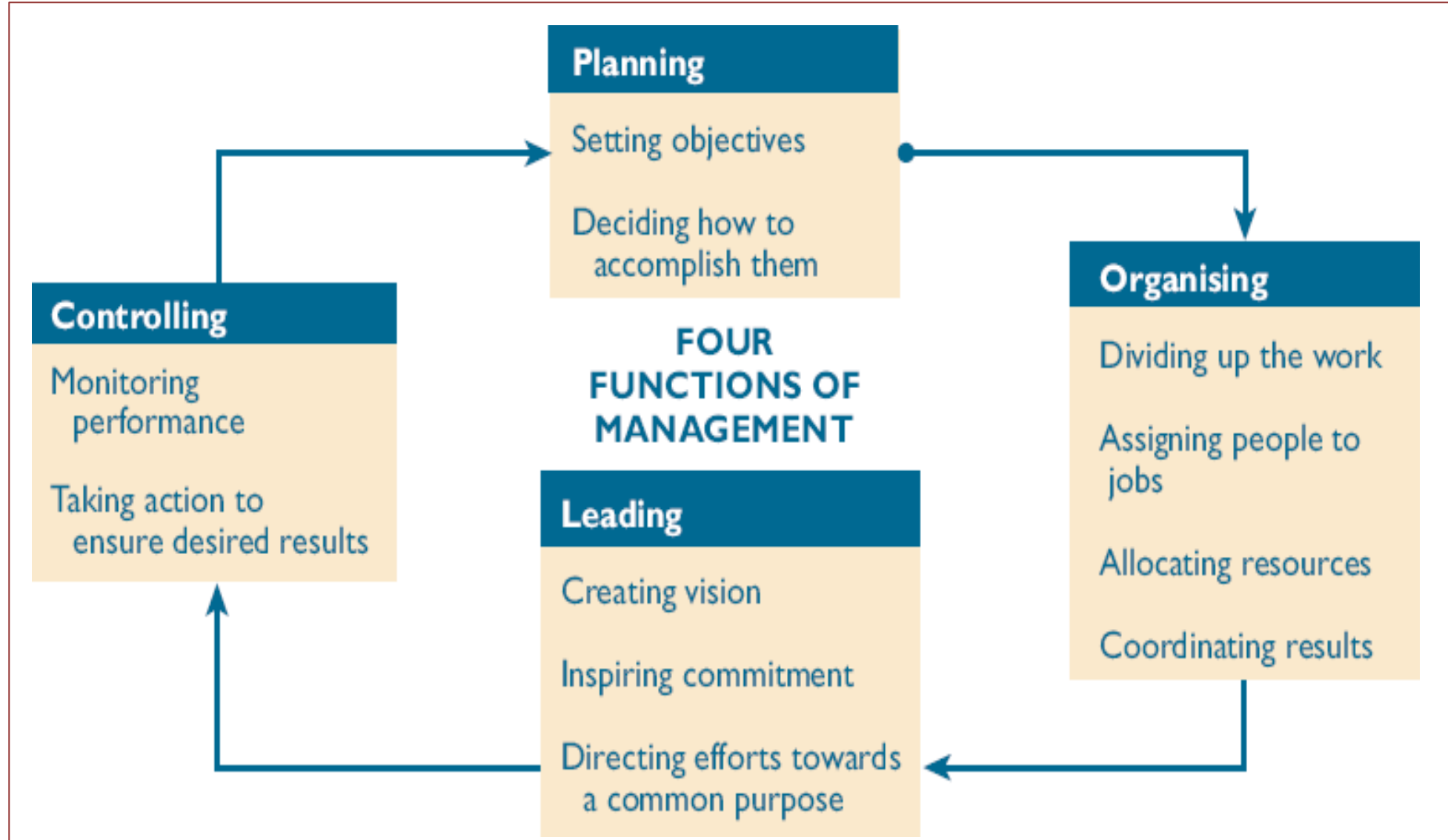
- Management is an integrating activity
- Management is not the same everywhere
- It takes place in different ways and at different levels of the organisation



Is the manager someone who:

- 1. Previously skilled in the area they're now managing?
- 2. Good at doing the job technically?
- 3. Good with people but not quite an expert within the industry

What
managers
do....



New principles for effective administrative management

- | | |
|----|--|
| 1 | Manage information through people. |
| 2 | Change is a constant, and must be managed. |
| 3 | Technology is the future. |
| 4 | Relationships matter. |
| 5 | Investment in training and development is important. |
| 6 | Measure only against the best. |
| 7 | The market is global. |
| 8 | Unity of direction is important. |
| 9 | Equity is expected. |
| 10 | Initiative is important. |

Figure 11.3 Ten new principles for effective administrative management

Source: From Moorcroft, R., 'Managing in the 21st century', *Manager, The British Journal of Administrative Management*, January/February 2000, p. 10. Reproduced with permission from The Institute of Administrative Management

Managers as Controllers?

Management is all about control.

Success gives you control, and control gives you longevity as a manager.

In football very few managers achieve a position of complete control over their teams'.

Sir Alex Ferguson

Ex-Manager, Manchester United FC



What does a manager do?

A manager's work depends on:

- The type of structure
- Activities and tasks involved
- The nature of people employed
- Technology and methods of performing work
- The level in the organisation at which the manager is.
- The nature of the organisation, its philosophy, objectives and size



The environmental setting

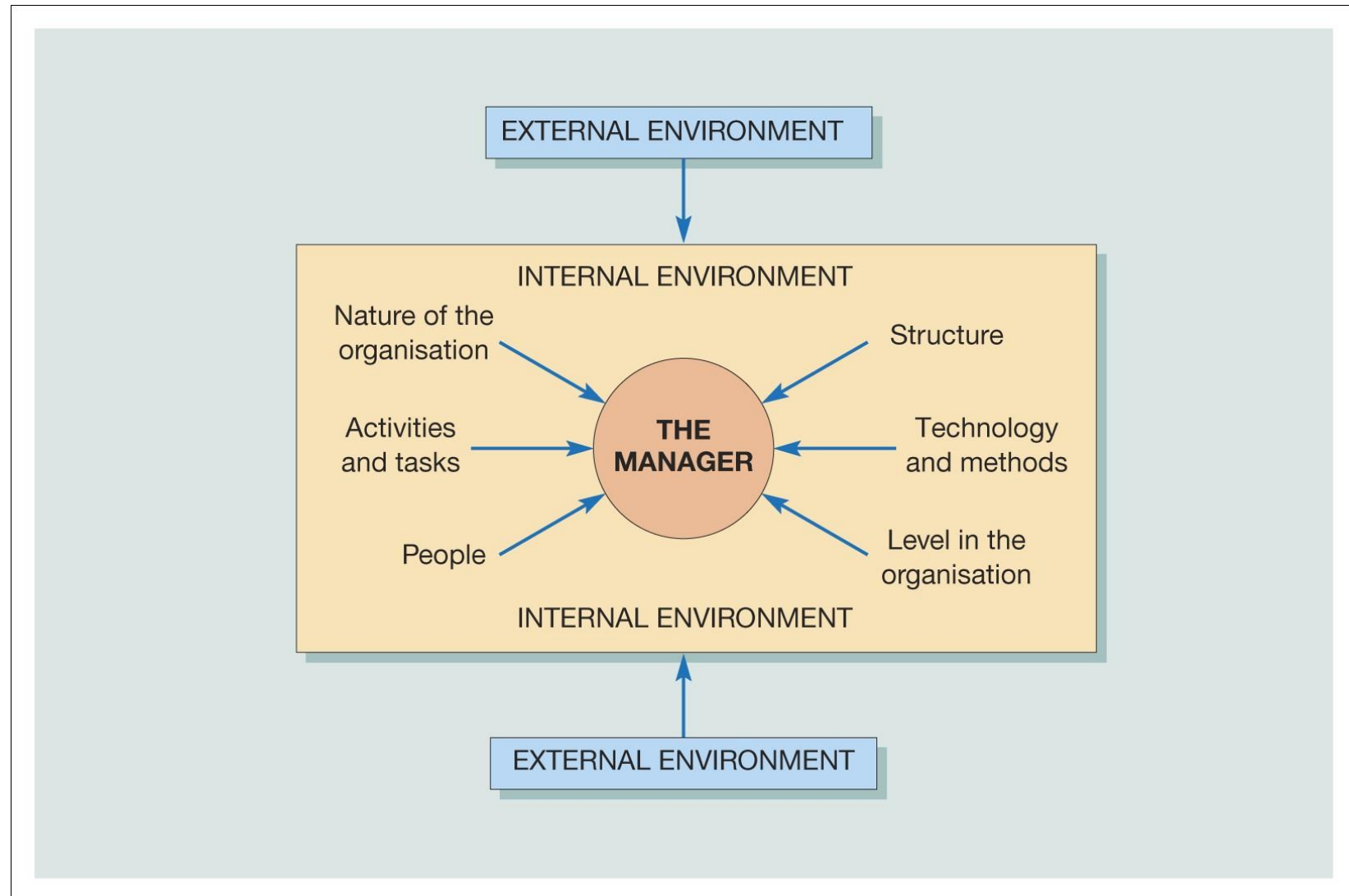


Figure 11.5 The work of a manager – the environmental setting

Why organisations need managers

Mintzberg: 6 purposes of the manager:

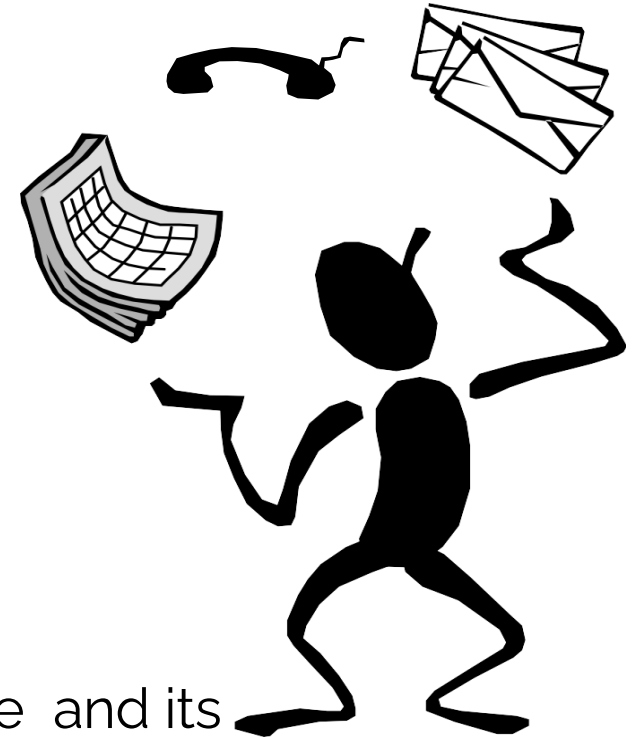


1. To ensure the organisation serves its basic purpose.
2. To design and maintain the stability of operations.
3. To take charge of strategy- making and adaptation to changing environment.
4. To ensure the organisation serves the ends of those who control it.
5. To be the key informational link between the organisation and the environment.
6. As formal authority to operate the organisation's status system.

Quality of Management:

A manager's attributes and qualities

- Technical competence
- The application of knowledge to tasks
- Social and human skills
- Interpersonal relationships and judgement
- Conceptual ability
- Understanding the complexities of the organisation as a whole and its environment

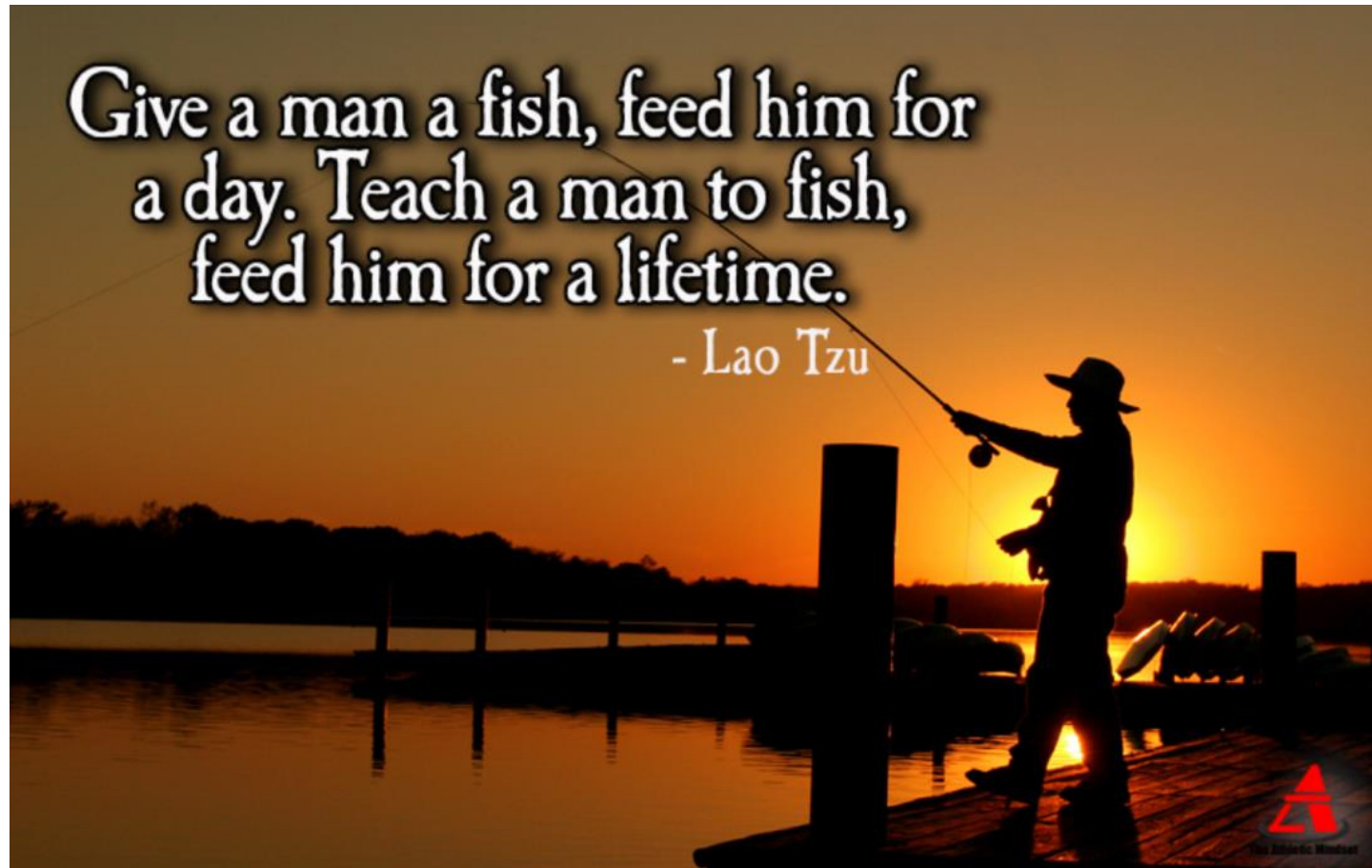


Key strategies for FUTURE managers

1. Developing leadership – doing the RIGHT thing
2. Driving radical change – addressing issues around
3. Reshaping culture – who are you?!
4. Dividing to rule – Delegation (??)
5. Exploiting the organisation – making use of talent
6. Keeping the competitive edge
7. Achieving constant renewal
8. Managing the motivators
9. Making team working work
10. Achieving total management quality



What's the Relevance to Management?



Or is management's time up?.....

Managers are the dinosaurs of our modern organisational ecology...

The Age of Top Tier Management is finally coming to a close'

(Goldsmith and Cloke, 2011)



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