



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

200
1822 - 2022

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week Two

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

www.uwtsd.ac.uk



Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC—No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

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Why is this important?

-This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.

-Your Cameras must remain 'On' for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.

-You should be using a **desktop or laptop device** with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.

-You will be asked to share your screen and "present" your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.

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Get a laptop!

- Therefore, we ask you to purchase a laptop if you don't already own one, **by the end of Week 2.**
- Failure to do so within this time period will result in you being reported to the Level Lead in Week 3.
- The University offers bursaries that can provide a suitable device and/or contribute towards connectivity costs if you need some financial help with this.

-Digital Connectivity Bursary Application Form

-Undergraduate Bursaries

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What is Organisational Consulting?

Outcomes of the session



1. The need for a consultant
2. Internal and External Consultants
3. Organisational Design
4. Organisational design models



Hotel or Department of choice

Breakout Room Activity:

Answer the following questions:

What is it that Consultants do?

How do consultants support client needs?



What is it that Consultants do, and there needs for client?

-
- **Engaging in initial contact/entry**
 - **Formulating a contract, establishing relationship. Emotional Intelligence**
 - **Identifying problems through diagnostic analysis**
 - **Establish planning across the project**
 - **Setting goals and assembling an action plan**
 - **Completing the contract**
 - **Pursue other clients for future consulting projects**





Key skills for consultants:

- **Problem Solving**
- **Communication**
- **Relationship with Colleagues & Clients**
- **Result focus**
- **Entrepreneurial mindset**
- **Autonomy and flexibility**

Group Activity:

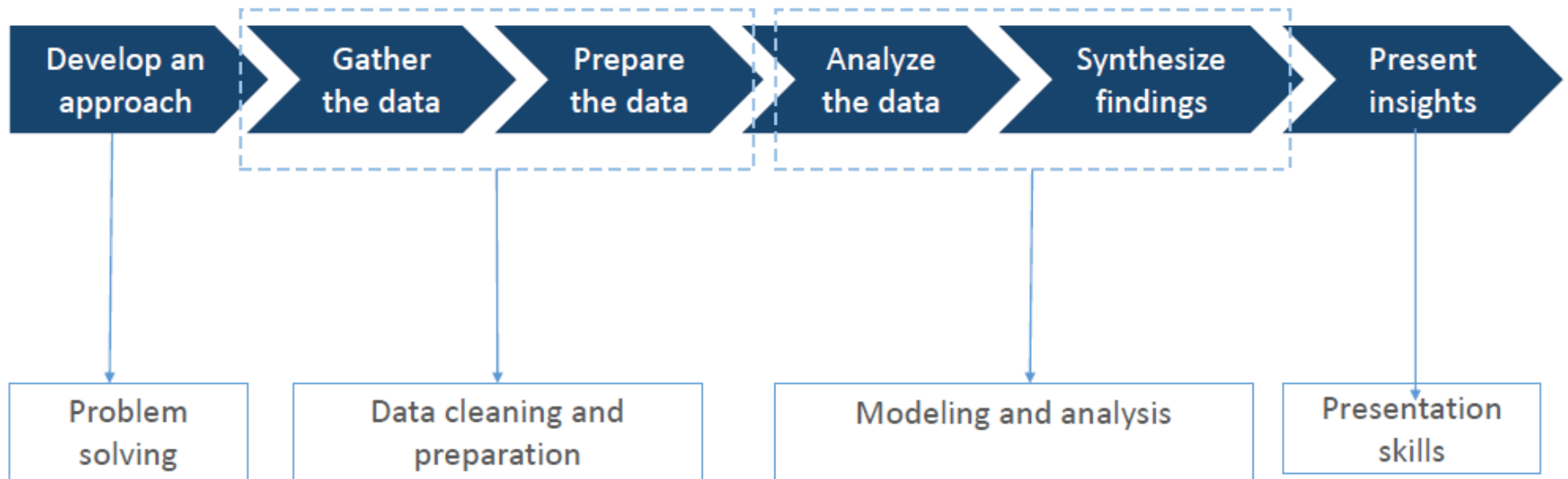


Answer the following questions:

Why do consulting projects succeed?

How can consulting projects lead to failure?

Successful approach to consulting projects



Why consulting projects fails?

Communication

Unclear / changing requirements

Scope creep

Lack of senior buy-in

Ignoring the human element

Politics & Recessions





Any questions or queries?



Different types of consultants

Internal

External



Internal Consultant

- **What is Internal consultant?**
 - A professional that is hired to solve an organisational problem and implement the solutions in order to improve the performance of an organisation.
 - Many internal consulting and implementation roles are spread over diverse departments and functions, collectively supporting internal clients with specific problems like Corporate Finance,, Finance, HR and IT business units.

Group Activity:



Answer the following question:

What do you think are the advantages and disadvantages of using an **internal consultant**?

External Consultant

What is an external consultant?

- External consultants are seen as independent players, contrary to internal advisors who literally depend on their own organisation
- Regularly draw from a broader business perspective gained from their vast experience with various clients, markets and sectors, and bring new ideas and best practices along to clients. Especially, the ability to benchmark in respect of other parties is a big advantage of external consultants.

Group Activity:



Answer the following question:

What do you think are the advantages and disadvantages of using an **external consultant**?

Any Questions?



Organisational Design





Review of Operations

- The energy crisis had forced many hotels and restaurants to rethink their design, strategy and purpose.
- How do you change their design?
 - Strategy – new competitor, increase profit margins, change in market
 - Goals – a change in strategy has forced new goals/vision of the business



How can you assess an organisations design effectiveness?

- 7S Model
- Star Model

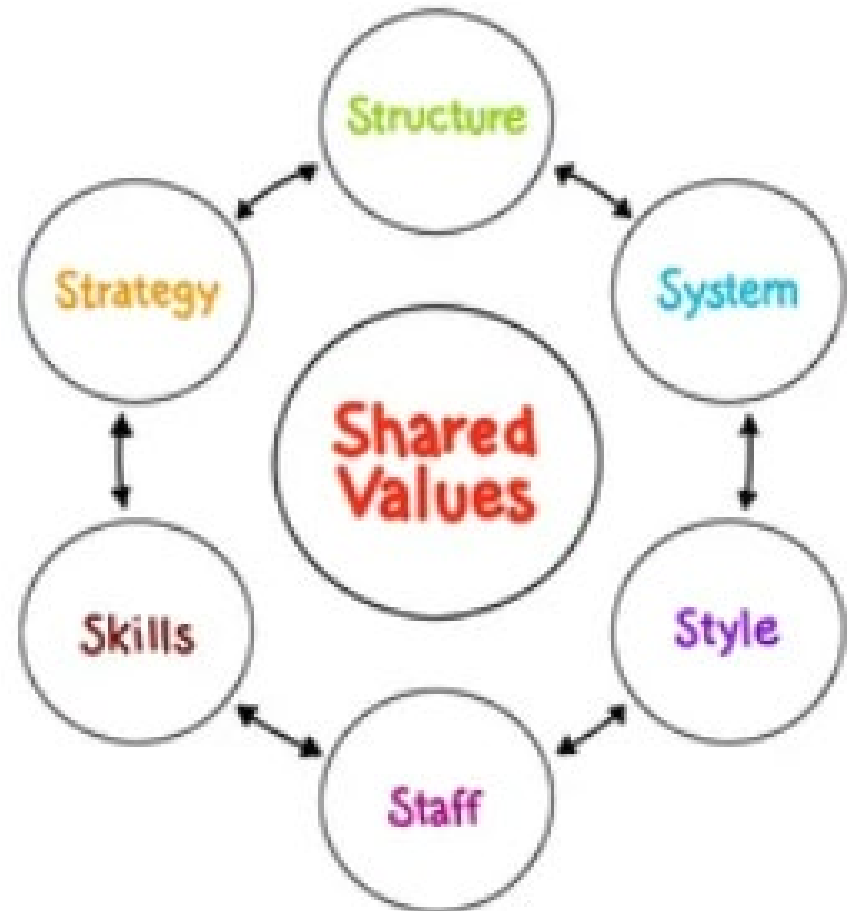
7S Model

Hard elements:

- [Strategy](#)
- [Structure](#)
- [Systems](#)

Soft elements:

- Shared values
- Skills
- Style
- Staff



The Star Model

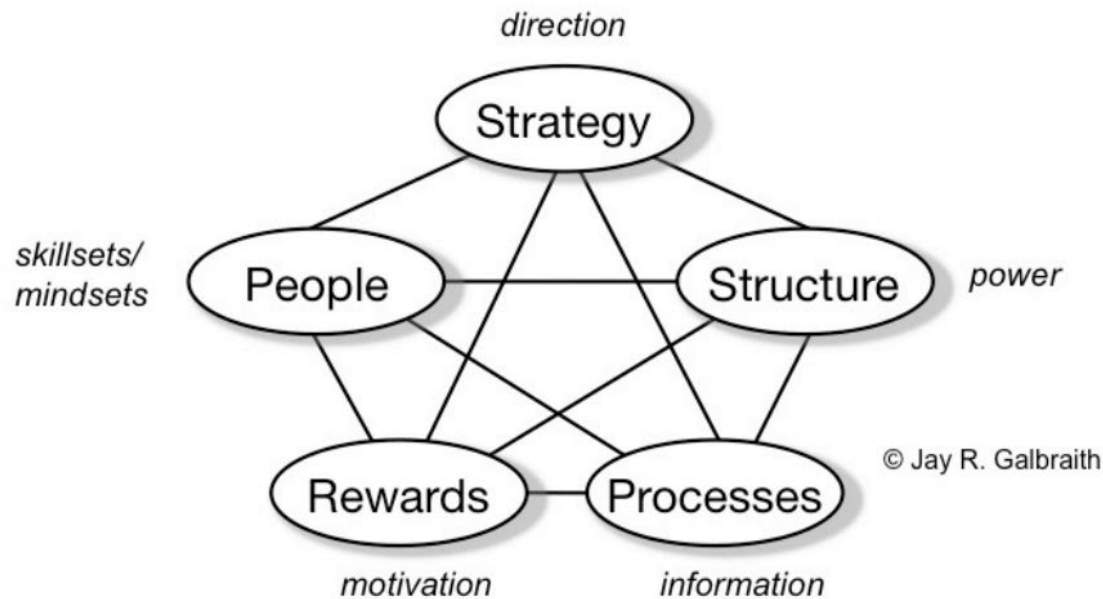


Figure 1 – The Star Model™

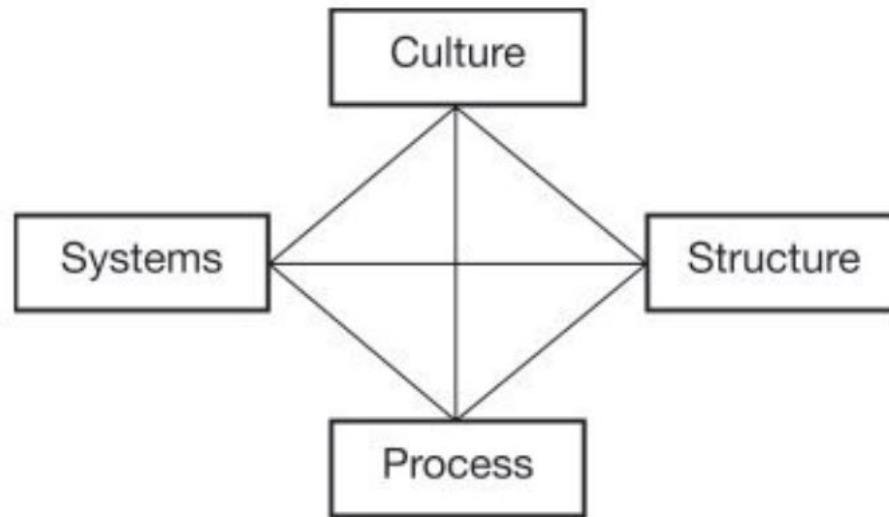
The Star Model (GALBRAITH)

- Strategy
 - Company's formula for winning, goals and objectives. Usually the first component to be addressed
- Structure
 - Placement of power within the organisation – type of jobs, number of people, lateral hierarchy or different?
- Processes
 - How the organisation functions
- Rewards
 - Align the goals of the employees to the goals of the organisation – compensation and benefits
- People
 - HR policies of recruiting, selection, training and development

Group Activity:



Apply either the Star or the 7S model to a hotel of your choosing



Organisational context for project management
(Buttrick, 2009 pp. 15)

Organisational Design



How Apple were organised for innovation

WHAT IS



BEST KNOWN FOR?

Harvard
Business
Review

Any Questions?



MentiMeter Quiz

Go to www.menti.com and use the code 1761 4907

 Mentimeter

Instructions

Go to
www.menti.com

Enter the code
1761 4907



Or use QR code



ASSESSMENT

Deadline date:
9th June, by 23h59

Mode of Assessment	Volume	Weighting
Consultancy Report	6000 words	100%



Outcomes of the session



1. The need for a consultant
2. Internal and External Consultants
3. Organisational Design
4. Organisational design models



For next week

- Begin to identify the structure at your chosen hotel or department
- Watch Google talks on Moodle: John Taffer. Raise the bar. management consulting: [Raise the Bar | Jon Taffer | Talks at Google - YouTube](#)

Next Week!

- Developing client relationships
- Planning and managing projects





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I look forward to seeing
you next week.

If you have any
questions in the
meantime, please send
an email from your
student account

I.blake@uwtsd.ac.uk

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