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Module Code: BMSK6001

Module Title: Emergent Leadership Skills for the Workplace

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Task: 01

Workplace behavior and leadership skills are important and essential factors for today's competitive world. In this 21st century, employees and employers both need various skills on leadership, communication etc. to develop a better professional career. Different leadership skills and behavior of employees depends on organizational culture, organizational belief and norms, decision making and various managerial aspects. In this task, a brief elaboration of different leadership approaches of Hilton Hotel will be demonstrated and critically analyzed through appropriate models and theories.

About Hilton Hotel:

Hilton Hotel is a renewed hotel chain and they are doing their business internationally in many countries. The hotel was established by an equity firm. The name of that firm was "Blackstone". Hilton Hotel consists of 3,897 hotels with more than 642,000 room in different countries (About Us, n.d.). In the Forbes magazine, Hilton Hotel is one of the most successful hotel in the UK. The hotel was firstly established in USA and then started its global operation internationally with a superior brand image and customer loyalty. This hotel is an international luxury hotel having a good number of resorts for tourists and foreign guests. The hotel authority is very much aware of the quality of the service for guests. Holton Hotel effectively designed their marketing department to set a marketing importance on business travel and leisure travel. The overall structure and location of the company reflects the premium quality service to their guests.

Types and size of Hilton Hotel:

With a strong brand recognition and brand image, Hilton Hotel is the first choice for the travelers and corporate guests for business. Brand image and brand awareness for hospitality industry will create a positive perception in customer's mind (Phillip Kotler, 2009). This is possible for Hilton Hotel with an adoption of internal corporate culture in the managerial aspects to meet organizational goals and objectives. The hotel is very much responsive in their customer service for any service recovery. As a result, the company is focusing more on the customer retention to meet customer satisfaction. Since from the year of 1919, Hilton Hotel is the pioneer of excellence, digitalized and a successful company in the hospitality industry of UK.

Business description of Hilton Hotel:

As an international company, Hilton Hotel is doing business in many countries like USA, Australia, Canada, China, Europe (Lee-Rose, 2011). Hilton Hotel is established in the main cities like Sydney, New York, Rome, London which is the main reason that the hotel has already ten brands for their customers. The management of Hilton Hotel is consistently developing their internal managerial procedure for better outcome and also to meet organizational objectives. In the business portfolio of Hilton Hotel, the company is a motivated service hotel with the influence of their employees. Employees, staffs and all personnel of Hilton Hotel, UK are very much motivated to give their service. This is happened because of the effective and efficient management approaches with leadership practices. In December 30 2006, The Hilton Hotel Corporation expanded their branches with an effective management and hotel expansion. After that the Hilton Corporation was interested to give a franchisee of the company to foreign countries. This is how Hilton Hotel became a reputed brand of hospitality industry in UK.

Corporate strategy of Hilton Hotel:

In the recent past years, Hilton Hotel was only concentrating on the real estate. But after the business expansion, the corporate strategy has been changed and the management of the hotel authority is perusing for foreign and global business expansion. So that they are following the franchising strategy. This is because of the competition and revenue of Hilton Hotel. Franchisee will ensure a company with a stable business performance for the business expansion (Olsen K.L., 2005). On the other point is, Hilton hotel is focusing on the business travelers who are actually want a corporate service from a hotel like Hilton. So, Hilton Hotel has taken some strategies and tactical implementation for those guests about the room booking, resort service with other extra services and facilities which actually an undesirable factor in the hotel industry.

Leadership styles in Hilton Hotel:

There are a lot of leadership styles can be found. Among them autocratic, democratic and free region leadership styles are mostly common and have a great influence on the organizational performance and the management. The CEO of Hilton Hotel basically follows the democratic leadership approaches. The managers are responsible for the performance of the employees in Hilton Hotel based on the creation method. Hence, the manager and the responsible person has the decision making and creation power. But this method is not up to the mark for the employees

and the managers of Hilton Hotel. In this regard, the management of the Hilton Hotel can reduce the limit of poor decision making. However, the CEO and the managers of the hotel management can influence the organizational culture with the democratic leadership approaches and specific task-oriented objectives.

Managerial changes of different leadership approaches in Hilton Hotel:

Business environment is very much challenging in this 21st century. To overcome with this challenges, leading and managing should be proactive to gain strategic competitive advantage. Managers and other senior executives are managing different challenges of Hilton Hotel with various leadership approaches which makes a significant changes in various prospectus of the company. Hilton Hotel don't expect any changes on their existing managerial plans and strategic objectives. So, the management of Hilton hotel divides their employees into two categories. One category employees follow leadership approaches with effective team work and interpersonal communication and another category employees continue with their existing works with existing teams.

Motivational theories with different leadership approaches in Hilton Hotel:

There are three basic motivational theories can be found. They are Maslow's Hierarchy Theory, McGregor's Theory X & Y and Hertzberg's Two Factor Theory.

Hilton Hotel, UK is following the hierarchy theory of motivation. Because it worked by a pyramid and starts from the personal needs. When employees and managers satisfied with the personal needs, they can move on to the next level with satisfaction. The next level includes the safety measurement like physical safety, social safety, employment safety, financial safety and income safety. With the leadership approaches and proper communication strategy, employees and staffs then need social need. To work with a group, employees should be accepted. After a successful completion of this stage, employees need esteem needs which is important to be granted and respected by others. After this, self-actualization is important for employees of Hilton Hotel to meet specific task to meet managerial goals.

In-depth analysis of different leadership style and motivational theories:

Leadership:

There are two types of leadership approaches are found. One leadership approach stated that a leader can be a leader by born. That leader may have unlimited quality. Another leadership approach stated that leadership skill can be developed by the hard work and interpersonal communication (Adair, J., 2013). The “Great Man” theory of a leadership approach can be demonstrated based on the individual’s personality traits which is an intrinsic possess (Golden M., 2010). “Great Man” theory of leadership approach involves with the natural skills that allows any leaders to perform in organizations. Leadership is a process where individuals can co-operate or influence others to perform and achieve a common goal (Northouse, 2013). In this definition of leadership, some limitations can be found like this leadership theory is not clear about the person or the position of a leader. Apart from this, power and management can be a big factor for leaders to attain trust which isn’t reflected in this theory. So that, leadership is a term of transforming, mentoring, motivating, organizing people or subordinates towards individuals, groups or organizations to meet a common and specific goals (Cottrell, S., 2013). So, there is a difference between leadership and management in any organizations.

Leadership and management:

Emergent leadership skills defines that leaders can’t be elected by team/group member rather than leadership can be developed over time with an effective interpersonal communication and group’s interaction (Kippenberger, T., 2002). So, leadership and management is different in organizations. Management activities consists of organizing, planning, controlling, staffing etc. But leadership needs motivation, inspiration and co-operation. As management and leadership is different, responsibilities of a manager and a leader are also different.

Manager:

A manager of an organization focuses on the present for the sustainability and organizational performance. The main task of a manager is to control and make a decision for critical analysis with solution of problems. A manager is always authorized to work with the managerial context

to achieve managerial goals and business objective in a complex situation. A manager should work based on the present situation of the company.

Leader:

A leader basically works based on the vision and future of a company. A leader can appreciate and face changes of the organizational culture. To cope up with the changes, a leader must be strategic with the vision and also needs to know about delegacy.

Issues in leadership:

Leadership is the process of organizing, planning with a team or a group or an individual to achieve a common goal or objectives. For an effective and efficient leadership approach, some factors are directly influencing leadership approaches. Among them, **trust** is the most important factor for leadership approaches in management and organizational behavior. Trust is a positive factor of leadership approaches which has a positive expectation reflected by words actions and decisions (Kouzes, J.M. & Posner, B.Z, 2008). Trust has a dimension. The dimension consists of five factors and they are – integrity, competence, consistency, loyalty and openness.

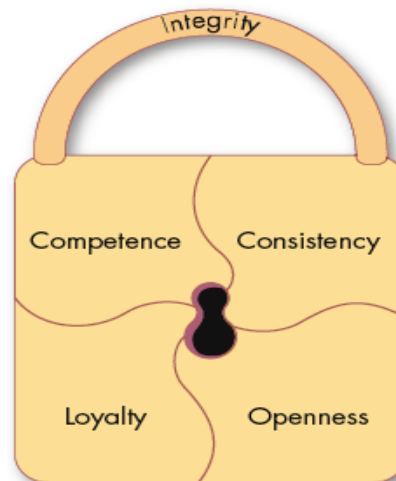


Figure: Dimension of Trust

Source: lecture Note

A leader should be honest and truthful. A leader's technical and interpersonal skills should be strategic and competitive enough to solve any managerial issues in organizations. A leaders should tackle and handle difficult situation in a very proactive way for the betterment of the

organization and his/her team. To build trust among employees and staffs, a leader should be responsive and always willing to help his/her subordinates. These all attributes are related with the dimension of trust for a good leader.

Leadership approaches theory:

Effective leadership approaches and styles can reduce the business risk for organizations. With the help of management and employees, leaders can be strategic and also have capability to solve different managerial problems. For a sustainable management structure and organizational performance, three types of approaches to leadership are essential for leaders. They are-

- a. Charismatic leadership theory
- b. Transactional leadership theory
- c. Transformational leadership theory

Charismatic leadership theory:

In this theory, leaders should follow and articulate the vision for high performance and expectation by the management. Leaders should be dedicated in terms of motivation, personal sacrifices and employee benefit to accomplish the organizational goals and objectives. A charismatic leaders should have a vision for the future. The leaders should be capable of doing and measuring the importance of that vision to others in the organization in a very reflective way. Charismatic leaders of any organizations should have a mental capability of taking personal risks. Apart from this, a charismatic leader should have a positive perception of other's activities and performance to guide and cooperate.

Transactional leadership theory:

In this leadership approach, leaders are task-oriented and cooperate subordinates based on the direction and objectives by the management. Leaders can accumulate task and role based on the performance and activities of the team. In this theory, management reward and Laissez-Faire will ensure a better opportunity for leaders to work with the vision of the organization. Laissez-Faire stated that when leaders can do their task without any government's interventions. So, in transactional leadership theory, clarity of task requirements is important and necessary for leaders.

Transformational leadership theory:

In this leadership approach, leaders can concentrate individually to accomplish the goals and objectives set by the management. So, motivation and inspiration are the two influencing factors for transformational leaders.

Evaluation of creating effective leaders:

Emergent leadership skills are essential for competing with the competitive business environment for organizations. Approaching with effective leadership styles, organizations can maximize the internal managerial efficiency and production capability in the long-run. Apart from this, business expansion and business portfolio management will be easier for companies by practicing appropriate leadership style. So, choosing the right leader for the organization dependent on the two methods. They are – selection and training.

Selection:

Selection has a significance on the proper leadership approaches for any organizations. For selecting the right leader, organizations should review the specific requirements of the job which will be authorized by the management. Using different monitoring and self-assessment procedures, management should interview the candidates for determining the right one who will be fit for becoming as a leader.

Training:

Training and development needed to be clarified by the HR (Human Resource) department in accordance with the staffing requirements for any organizations (Garry Dessler, 2007). For an effective training of leaders, technical and communication skills are needed to be taught for achieving the purposes of organizations. With an efficient behavioral training, charismatic leadership skills can be developed for candidates to be a good leader in organizations.

Workplace theories of motivation:

Motivation stated that the desire of individuals (Useem, M., 1999). In the workplace environment, motivation has a positive influence on employee's works and performance appraisals to achieve organizational objectives more efficiently. Emergent leaders can motivate their subordinates with reward system, workplace motivation, flexibility of work, informal

working relationship for solving any problem. Motivation can be psychosocially connected with the two factors. One is organization's expectation and another one is employee expectations or individual's expectation. Based on these two factors, there are several workplace theories of motivation and among them – Maslow's Hierarchy of Needs, Herzberg's Two Factor theory and McGregor's Theory X and Y are effective.

Maslow's Hierarchy of Needs theory:

A need is a factor of an individual which is dependent on the physiological and psychological deficiency for personal satisfaction. In this theory, a pyramid is portrayed with all the human needs from top to bottom based on the essential and important needs of human life.

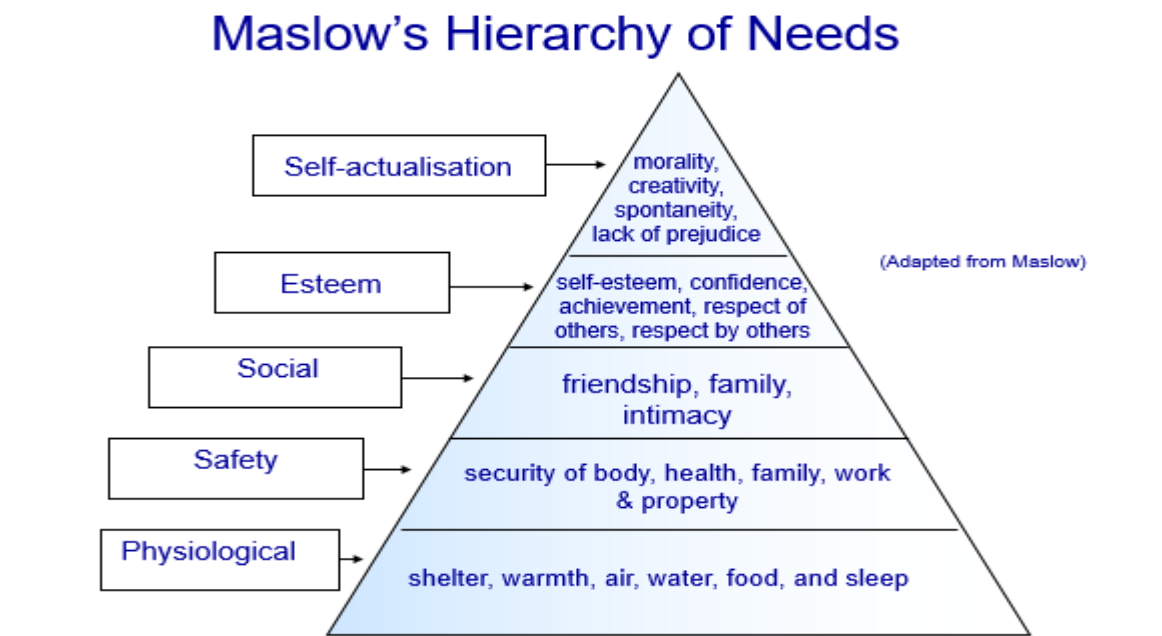


Figure: Maslow's hierarchy of needs

Source: Lecture Note

From the above diagram, satisfied need of individuals is not a motivator. So, managers should identify the right need for individuals/employees to analyze the personal attributes for making an effective leader. On the contemporary, a lower need will be a motivator for individuals as the need will not be satisfied on that time. Based on Maslow's Hierarchy of Needs theory, workplace motivation can be used to achieve organizational goals and objectives with emergent and diversified leadership skills in different workplace environment.

McGregor's Theory X and Y:

In this theory, X factor consist of employees or individuals who are not properly doing their assigned tasks. McGregor stated that X factor category employees have negative attributes for organization whether Y category is totally opposite to X category (Vohra, 2003) . In the Y category, employees and individuals are willing to perform better in the organizations, they are creative and capable of doing difficult tasks with great ambition. Based on this theory, a manager can easily categorized employees with emergent leadership skills for sustainable organizational performance.

Hertzberg's Two Factor theory:

Hertzberg's theory is defined with two factors. Hygiene and motivators. Herzberg stated that hygiene factors will be responsible for workplace dissatisfaction among employees. Hygiene factors consists of different policies and regulations by the management in job security, wages and salary, safety measurement, working environment etc. Hertzberg also stated that hygiene factors create dissatisfaction among employees as managers and leaders can't control those factors. On the other hand, motivators are recognition of employees, achievement, personal growth and promotion which can make employees satisfied in the workplace environment.



Figure: Hertzberg's Two Factor theory

Source: Lecture Note

Recommendation:

From the above discussion, Hilton Hotel's core business includes hotels, resort, restaurant with an effective management strategy. So, Hilton Hotel currently following the hierarchy motivational theory with a democratic leadership approach. But to sustain in the competitive hospitality industry and to compete with diversified challenges, Hilton Hotel should follow McGregor's Theory X and Y to motivate employees those who are active and engaged with their works. Reward and recognition with task oriented approach should increase the managerial efficiency and productivity. Apart from this, transactional leadership skills will be better for leaders to enhance the managerial performance. Leaders should get adequate support and decentralized decision making power to reduce conflict and making a better workplace environment for all the employees of the management in Hilton Hotel, UK.

Task: 02

Whitbread PLC:

Hospitality industry in UK is big and the total GDP (Gross Domestic Product) of the British economy comes from tourism and hospitality industry (Reports, n.d.). Whitbread PLC is the largest restaurant and hotel company situated in UK. The Hotel was founded in 1972 by a man name "Whitbread" (History, n.d.). The corporation named Whitbread basically famous for the market leading strategies for budget hotel in UK. There are a lot of brands are associated with Whitbread PLC. Whitbread PLC has different factors which are directly and indirectly effecting the business of the company in UK. The company is now operating internationally and already has a unique brand image for its budget hotel in UK. Whitbread PLC has almost 35,000 employees and staffs with 9 million customers. In this task, we will analyze the annual report of Whitbread PLC to elaborate and evaluate various factors to compare the different leadership approaches for the company. After that we will also differentiate leadership approaches of Whitbread PLC and Hilton Hotel, UK.

Annual Report analysis of Whitbread PLC:

From the annual report of Whitbread PLC, we have come up with the vision and mission statement of the company. Vision and mission statement of a company are essential elements for

managers and leaders to achieve organizational goals and objectives. Managers of Whitbread PLC will focus on the present situation of the company based on objectives and specific agenda. On the other hand, leaders of the company will focus on the vision which is also known as the future of the company. By evaluating the mission and vision statement of Whitbread PLC, managers, employees, leaders will be able to identify their roles and responsibilities strategically to accomplish goals and sustainable organizational performance. From the annual report of Whitbread PLC, mission and vision statement of the company are given below-

Vision and mission statement of Whitbread PLC:

Whitbread PLC's vision is to provide a better hospitality service to meet customer's satisfaction. Whitbread PLC ensures people's satisfaction every time they visit in the hotel. The company is focusing on the strong employee engagement for reaching every single customer. As well as, the company is improving the brand image with financial strengths in the long-run business. Whitbread PLC is now doing business internationally and also improving the sectors of advertising with PR (Public Relation) activities. These all activities should be well-planned and well-maintained by the managers of Whitbread PLC. So, leaders of different functional department/unit from the management of Whitbread PLC should concentrate on the interpersonal communication with effective leadership approach.

Whitbread PLC provides a high growth potential in the market by expanding many business portfolios. The company's present situation is moderate as the company is now the market leader of UK's budget hospitality industry. So, the company is trying to provide new services to their potential customers. Whitbread PLC's mission is to provide a quality experience for their customers. To achieve this, employees of the company should be set by specific objectives to accomplish. Positive working environment, flexibility of work, employee engagement will create strong leaders for the company. So, managers should focus more on the present situation which will be set by the management of Whitbread PLC.

Strategic objectives of Whitbread PLC:

The financial performance of the company is good based on the sales revenue and market growth. The revenue of the company in 2019 is increased by 6.1% and after tax profit also increased by 4.5% (Annual Report, 2017/2018). As a result, return on capital for the company also increased by 15.4% by the end of the year 2018.

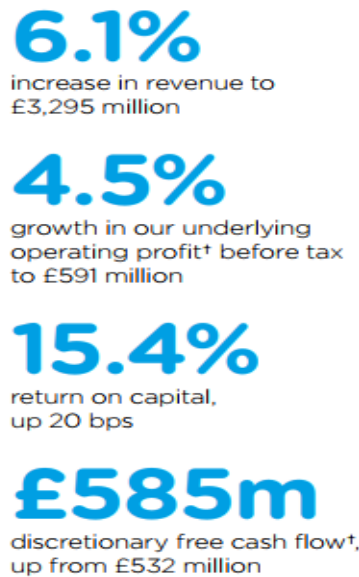


Figure: Strategic growth of Whitbread PLC in the year of 2017-2018

Source: Annual Report, 2017-2018

The factors which are the driving forces for achieving positive revenue, return on investment and free cash flow are-

The budget hotel environment in UK with potential growth:

The hospitality industry in UK has started from 1985 and after a decade, there are approximately 400-450 budget hotel in UK's various region. The budget hotel sector in UK is booming because of the lifestyle and facilities for guests and tourist in recent year. To cope up with some external internal challenges, all the budget hotels and restaurants in UK adopting various strategic objectives for sustaining in the long-run business environment. Whitbread PLC has implemented some strategic objectives to meet customer's demand with satisfaction. With the increased level of coffee consumption in UK, Whitbread PLC gained a big portion of market share in the booming economy in UK.

International expansion of business:

Business expansion with premium products in China and Germany will attain more customers of Whitbread PLC. Acquisition with Germany already maximized the sales revenue of the company which is a moderating factor for an efficient international business operation.

Efficiency:

With a commitment in the coffee and the hotel market in UK, Whitbread PLC also committed to their customers and stakeholders. The company is still investing to retain effective brand leadership for building a strong customer base. As a result, the management of the company is proactively working with employee engagement, motivation, employee performance etc. Reward and recognition for the employees will maximize efficiency and productivity of Whitbread PLC. Thus the company is capable to give superior customer value in a long-run.

Leadership approaches for Wining-Wining situation:

To achieve goals and objectives, the management of Whitbread PLC has some teams with effective team leader. The roles and responsibilities of those teams are to ensure a more efficient and productive business. Core business value of the company should be changed with radical innovation by the help of teams in Whitbread PLC. Each functional units of the company assigned tasks for teams with effective leadership approaches. So, the company has 50,000 team members who are giving services inside UK and also internationally (Annual Report, 2017-2018).

Business operation of Whitbread PLC:

Based on the strong brand awareness among customer's mind, the main asset of Whitbread PLC is the structural growth with market share for potential business development. The core strengths of Whitbread PLC are financial strength, brand strength, appropriate leadership approaches with teams, effective portfolio management and strong communication/networking capability.

Company's capital management is increased with shareholders. Shareholders of the company got 5.6% dividend in 2018 which also increased company's EPS (Earning per share) (Annual Report, 2017-2018). Whitbread PLC is regarded as the premium brand having UK's renewed coffee shop Costa. The positioning of the company has been set to customer's mind with the budget hotel in UK. Effective and efficient teams are working for Whitbread PLC's customers with a specific task authorized by the management to meet organizational goals. Company's business portfolio management is competitively advantaged with competitors with effective communication and networking strategy worldwide.

Key success factors of Whitbread PLC:

The company is reputed in the list of UK's most affordable and budget hotels. Apart from this, the financial stability with superior customer value affects to achieve company's strategic objectives. From the annual report of Whitbread PLC, some key success factors are stated below-

1. Whitbread PLC is superior in the budget hotel industry having a huge chain globally.
2. Whitbread PLC has a huge customer base inside UK.
3. From an analysis of the annual report 2017-2018, market share of Whitbread PLC is increasing.
4. Innovation and winning teams play an important role for managerial and organizational performance of Whitbread PLC.
5. Whitbread PLC has a versatile experience on advertising to get customer's retention.
6. Eco friendly working environment for employees and staffs.
7. Acquisition with Germany reflects the effective communication strategy of Whitbread PLC.
8. With the recent hospitality scenario of UK, Whitbread PLC is identifying the best and potential market for future market expansion with a new customer segment.
9. Whitbread PLC is developing the MIS (Management Information System) for capitalizing the marketing activities, employee engagement with performance appraisals and some the integration of other functional units for maximize the business opportunities.
10. Whitbread PLC is expanding and renovating their existing rooms, menu etc. for their guests.

Apart from this, Whitbread PLC has their key success indicator on operational team management, effective brand performance, and brand expansion with good return on capital. The factors are analyzed below-

Operational team management:

Team retention with effective management is essential for any organization like Whitbread PLC. The team members of Whitbread PLC stay together for a specific task under the managerial supervision of the authority to give a prompt service to their customers. Apart from this, this

team will reduce the cost for the HR (Human Resource) department of Whitbread PLC in recruitment and selection.

Brand performance with expansion:

Having a specific numbers of good brand, Whitbread PLC is maximizing the market of share of their existing brands.

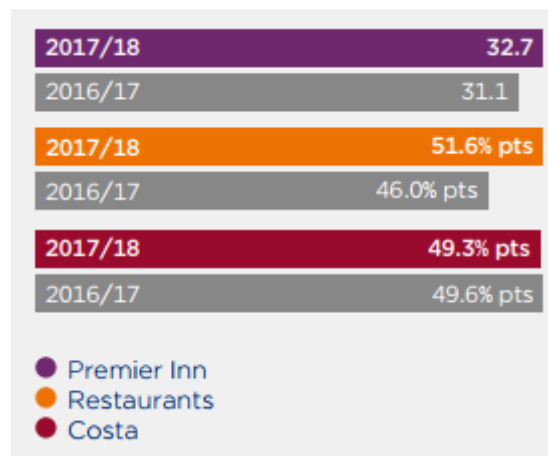


Figure: Market share of Whitbread PLC's brand

Source: Annual Report, 2017-2018

From the year of 2016-2018, market share of Whitbread PLC's brand is increasing as the brand expansion can easily be made. The company is growing inside the UK and globally because of attaining strategic objectives with the effective management and leadership styles.

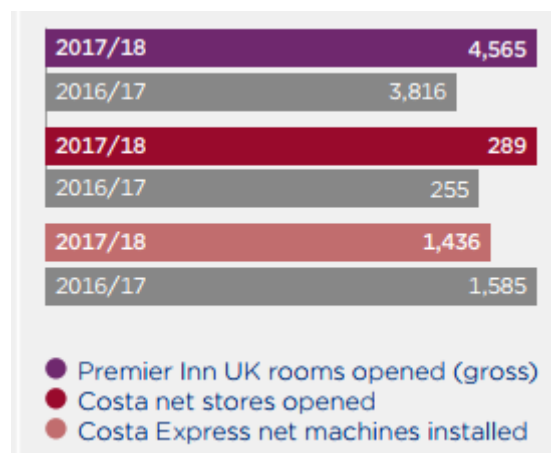


Figure: Brand expansion of Whitbread PLC's brand

Source: Annual Report, 2017-2018

Stores and rooms of Costa and Premier Inn UK have been expanded by an increased number than the previous years. This is possible for Whitbread PLC as the company is strategically enriched, financially well-planned and practicing an effective and efficient management with appropriate leadership styles.

Leadership team with appropriate leadership styles in Whitbread PLC:

A leader can motivate his/her sub-ordinates with tasks and works for achieving the common goal set by the organization (Ziek, P., & Smulowitz, S., 2014). Whitbread PLC has strong leadership teams for their different functional areas. All the members of the team has some specific objectives and goals based on their performance and working experience. There are eight members of Whitbread PLC's leadership team. The leaders have a diversified skills with experience. The roles and responsibilities of these teams depends on the problems, task and specific requirements set by the management. Leadership team of Whitbread PLC are responsible for contributing positive culture and mutual respect with engagement to solve any critical issues and problems strategically.

Board experience:

Experience is an important factor. Based on that factor, Whitbread PLC is pretty much concerned about the leadership approach with experience. Leaders of the company working and assisting subordinates by following the transformational leadership theory. The company has leadership directors and team members in different functional areas like retail sector, travel and hospitality sector, marketing and sales, legal, financial, international and commercial property, technology, R&D (Research and Development), CSR (Corporate Social Responsibility) and media and communications.

Board experience

	Number of directors
Retail sector	6
Travel and hospitality sector	5
Marketing	4
Legal	1
Financial	7
International	7
Commercial property	2
Technology and digital	4
Human resources	4
Corporate social responsibility	4
Media	3

Figure: Board experience of leadership team in Whitbread PLC*Source: Annual Report, 2017-2018***Motivation theories with corporate governance of Whitbread PLC:**

Motivation is required for increasing the productivity and performance of employee and personnel. To analyze performance appraisals of employees, the board of directors of Whitbread PLC occasionally arrange a board meeting on ad hoc basis. There are at least 11 meetings in a year for Whitbread PLC (Annual Report, 2017-2018). The team, managerial employees all should attend in this meeting.

On this meetings, management and board of directors takes strategies and tactics for attaining organizational goals and objectives by analyzing market share, market growth, products and service development, customer's demand and lifestyle regarding their products, employee engagement, employee motivation etc. To ensure a better organizational performance, the board of directors have come up with various motivational approaches. Insurance cover for employees and training and development are two basic opportunities for employees. Apart from this, reward and recognition, performance bonus, flexibility of work in teams are some basic motivational approaches of Whitbread PLC.

Comparing leadership styles, approaches and motivational factors between Hilton Hotel, UK and Whitbread PLC:

From the task 1, we have found that Hilton Hotel's core business includes luxury hotels and resorts. Hilton's Grand Vacation Resort advances the resort facilities and business activities for their target customers. After a market exploration, Hilton Hotel expanded their business in Embassy Suites, Inn service facilities, Hilton Garden Inn and Hampton Inn. These business portfolios also add an extra advantage in terms of business portfolios and market share for the company.

On the other hand, Whitbread PLC is reputed for their budget hotel and restaurant service in UK. In UK, the demand for budget hotel and restaurant is booming with potential market growth. Branded budget hotel in UK basically controlled by the two market players. From an analysis of the annual report of Whitbread PLC, Premier Inn gained the highest market share in 2016.

Based on the above discussion, Hilton Hotel, UK and Whitbread have their different business segments in a same industry. So, the managerial process, leadership approaches and motivational factors for employees will be different in nature. The comparison of different leadership and workplace motivational approaches between Hilton Hotel, UK and Whitbread PLC are given below-

Leadership approaches of Hilton Hotel, UK	Leadership approaches Whitbread PLC
1. The CEO of Hilton Hotel follows the democratic leadership approach.	1. Whitbread PLC's leadership approach is designed by the board of directors and different functional integration.
2. For effective management and workplace sustainability, Hilton Hotel, UK follows leadership approaches based on two categories. Category one employees follow effective teamwork and communication which is transactional leadership approach.	3. With the critical analysis of Whitbread PLC's annual report, the management is centralized with the board of directors. Apart from this, board of directors make a decision based on the situational analysis of the company and integrate leadership teams into

Category 2 employees follow the experienced based leadership approach which will be based on individual performance of a team. This process is known as transformational leadership approach.	different functional areas of the company. So, Whitbread PLC is following charismatic and transactional leadership theory for their functional integration. For business operation and production process, Whitbread PLC is following the transformation leadership theory.
Workplace motivational approaches of Hilton Hotel, UK	Workplace motivational approaches Whitbread PLC
By analyzing different motivational theories, Hilton Hotel, UK follows the Hierarchy of Needs theory for motivating their employees and staffs.	With a critical assessment of the annual report of Whitbread PLC, the management is following the McGregor's Theory X and Y with the authorization of the board of directors.

Conclusion:

Emergent leadership skills are essential for organizations especially in the hospitality industry. Because hospitality industry is very much diversified and can be changed with the influence of culture, lifestyle, trends etc. For global business expansion, hospitality organizations like Hilton Hotel, UK and Whitbread PLC should adopt and implement strategic objectives for future business expansion. To do that employees in the internal management should work proactively with appropriate leadership and workplace motivational approaches.

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