



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

200
1822 - 2022

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week One

*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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Outcomes of the session



1. The need for a consultant
2. Internal and External Consultants
3. Strategic Analytical tools
4. Ethical Consideration



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Your Assignment

Now let's look at the assignment brief and how to structure your report.

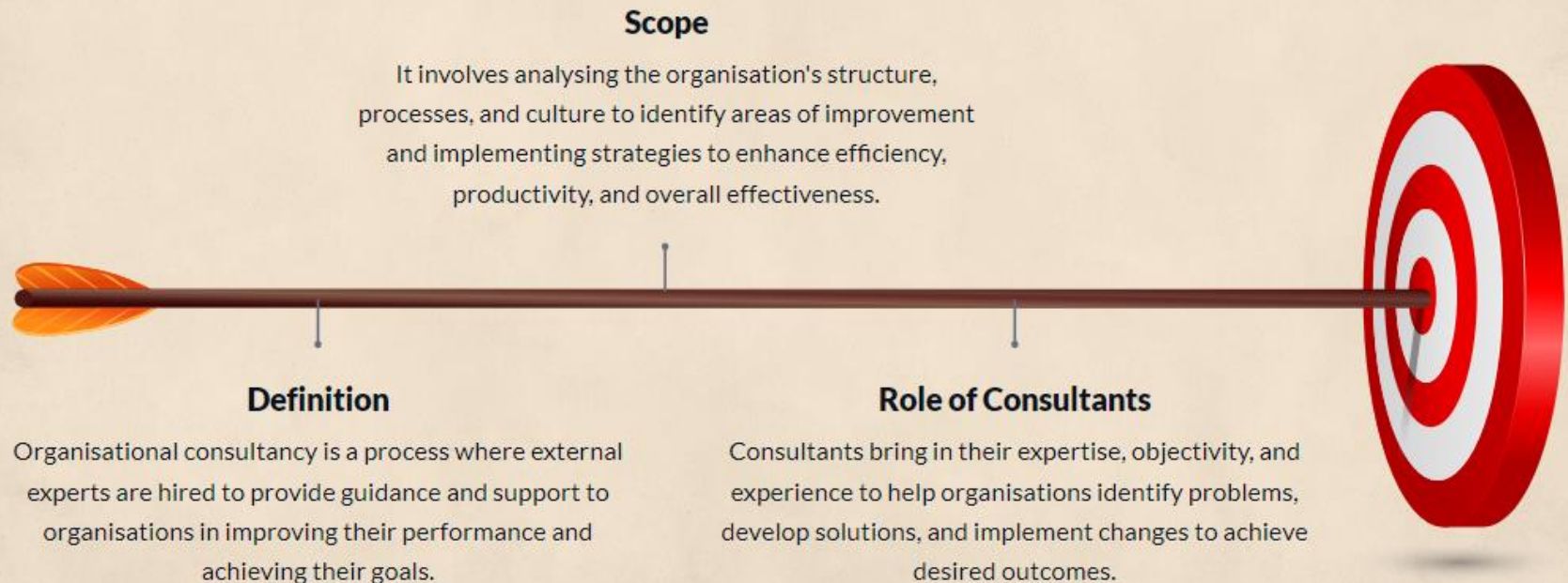


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WHAT IS ORGANISATIONAL CONSULTANCY?

Understanding the concept and purpose



BENEFITS OF IMPLEMENTING ORGANISATIONAL CONSULTANCY IN THE HOSPITALITY INDUSTRY

Exploring the positive outcomes

Improved Operational Efficiency

Consultancy helps streamline processes, optimise resource allocation, and enhance overall operational efficiency in the hospitality industry.



Increased Profitability

By identifying revenue generation opportunities, cost-saving measures, and effective pricing strategies, consultancy contributes to increased profitability in the hospitality sector.



Enhanced Employee Performance

Through training, skill development, and performance management strategies, consultancy boosts employee productivity, motivation, and job satisfaction.



Introduction to STEEPLED, SOAR, and TOWS

Understanding the concepts and frameworks

STEEPLED Analysis

Analyse the external factors affecting an organisation: Social, Technological, Economic, Environmental, Political, Legal, Ethical, and Demographic

1

TOWS Matrix

A framework that combines the internal strengths and weaknesses of an organisation with external opportunities and threats to develop strategic options

3



SOAR Model

A strategic planning tool that focuses on strengths, opportunities, aspirations, and results

2

Understanding the STEELED Analysis

Examining the external factors



Social Factors

Assessing the impact of societal trends, values, and behaviours on the organisation



Technological Factors

Analysing the influence of technological advancements on the industry and organisation



Economic Factors

Evaluating the economic conditions, trends, and market dynamics affecting the organisation



Environmental Factors

Considering the impact of environmental issues, sustainability, and climate change

Understanding the STEEPLED Analysis

Examining the external factors



Political Factors

Assessing the influence of political factors, government policies, and regulations



Legal Factors

Considering the impact of environmental issues, sustainability, and climate change



Ethical Factors

Evaluating the ethical considerations and values guiding the organisation



Demographic Factors

Analysing the demographic trends, population characteristics, and consumer behaviour

Exploring the SOAR Model

An overview of the strategic planning tool

Strengths

Identifying and leveraging the internal strengths of the organisation

1

Opportunities

Exploring potential opportunities for growth and success

2

Aspirations

Setting ambitious goals and aspirations for the organisation

3

Results

Focusing on achieving desired outcomes and measurable results

4



Using the TOWS Matrix for Strategic Decision Making

Applying the framework in practice

Strengths-Opportunities (SO) Strategies

Leveraging strengths to capitalise on opportunities

1

Strengths-Threats (ST) Strategies

Using strengths to minimise or overcome potential threats

2

Weaknesses-Opportunities (WO) Strategies

Addressing weaknesses to take advantage of opportunities

3

Weaknesses-Threats (WT) Strategies

Mitigating weaknesses and avoiding potential threats

4



THE IMPORTANCE OF ORGANISATIONAL CONSULTANCY IN HOSPITALITY

Exploring the benefits for the hospitality industry



Enhancing Guest Experience

Organisational consultancy helps in improving service quality, customer satisfaction, and loyalty, leading to a better overall guest experience.



Increasing Efficiency

By optimising operations, streamlining processes, and eliminating inefficiencies, consultancy improves productivity and reduces costs in the hospitality sector.



Adapting to Market Trends

Consultants assist hospitality businesses in staying updated with industry trends, technological advancements, and customer preferences, enabling them to remain competitive.

STEPS TO CONDUCT AN EFFECTIVE ORGANISATIONAL CONSULTANCY IN HOSPITALITY

Ensuring a successful consultancy process



Diagnosis

Understand the organisation's current state, challenges, and goals through data analysis, interviews, and observations.



Implementation

Execute the planned strategies, monitor progress, and make necessary adjustments along the way.



Planning

Develop a comprehensive plan outlining the objectives, strategies, and timeline for the consultancy project.



Evaluation

Assess the outcomes of the consultancy project, measure its impact, and provide recommendations for further improvement.

KEY PRINCIPLES OF ORGANISATIONAL CONSULTANCY

Understanding the fundamental principles



Client-Centred Approach

Consultants prioritise the needs and goals of the client organisation, tailoring their strategies and recommendations accordingly.



Collaboration

Consultants work closely with the organisation's stakeholders, fostering open communication, trust, and collaboration throughout the consultancy process.



Continuous Learning

Consultants actively seek knowledge, stay updated with industry trends, and adapt their methodologies to provide the most effective solutions.



FUTURE TRENDS IN ORGANISATIONAL CONSULTANCY FOR THE HOSPITALITY INDUSTRY

Emerging developments to watch out for



Technological Integration



Sustainability and Green Practices



Employee Well-being

COMMON CHALLENGES FACED IN ORGANISATIONAL CONSULTANCY

Understanding the hurdles

Resistance to Change

Organisations may resist changes recommended by consultants due to fear of the unknown, lack of buy-in, or reluctance to disrupt established practices.

Lack of Clear Communication

Effective communication between consultants and the organisation's stakeholders is essential for successful consultancy outcomes, but it can be challenging to achieve.

Lack of Employee Engagement

Consultancy initiatives may fail if employees are not actively involved, engaged, and committed to the proposed changes.

BEST PRACTICES FOR ORGANISATIONAL CONSULTANCY IN THE HOSPITALITY SECTOR

Guidelines for successful consultancy

■ Understand the Industry

Have a deep understanding of the unique challenges, trends, and dynamics of the hospitality sector.

■ Build Strong Relationships

Develop trust, open communication, and collaborative partnerships with the client organisation and its stakeholders.

■ Tailor Solutions

Customise consultancy strategies and recommendations to meet the specific needs and goals of the hospitality business.

Introduction to Internal and External Consultants in the Hospitality Industry

Understanding the roles and significance of consultants in the hospitality sector

Internal Consultants

Consultants who work within the organization and provide specialised expertise and guidance

1



External Consultants

Consultants hired from outside the organisation to provide objective insights and recommendations

2

Best Practices for Effective Collaboration between Internal and External Consultants

Maximizing the benefits of working together

Clear communication

Establishing open and transparent channels of communication

Mutual respect

Valuing each other's contributions and fostering a collaborative environment

Knowledge sharing

Sharing expertise and insights to enhance problem-solving



Advantages of External Consultants in the Hospitality Industry

The value of external consultants in driving organisational growth

Fresh perspective

External consultants bring a new set of ideas and insights to the table

Specialised expertise

External consultants possess specific knowledge and skills relevant to the hospitality industry

Objectivity

External consultants can provide an unbiased assessment and recommendations

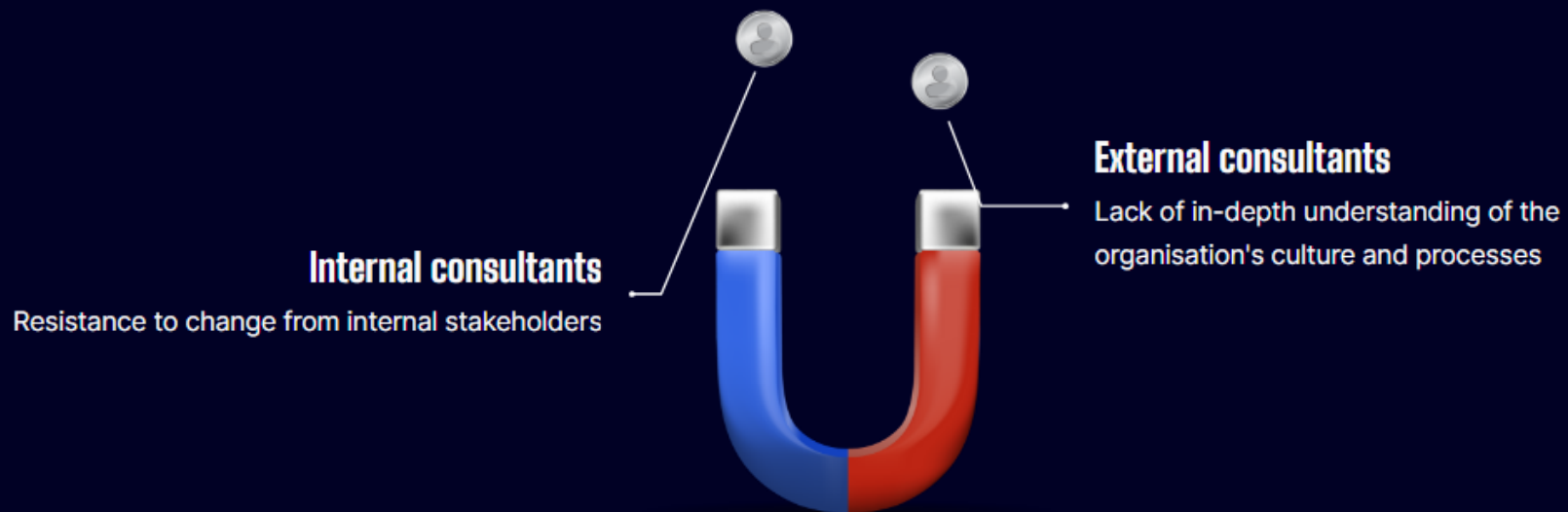
Benefits of Internal Consultants in the Hospitality Industry

How internal consultants contribute to organisational success



Challenges Faced by Internal and External Consultants in the Hospitality Industry

Navigating obstacles to deliver effective consulting services



Ethical Consideration in Organisational Consultancy

What's your thoughts on this ???



Key Ethical Principles in Organisational Consultancy

Guiding Ethical Framework

Integrity



Consultants must demonstrate honesty, trustworthiness, and a commitment to ethical conduct in all their professional interactions and decision-making processes.

Confidentiality



Consultants should maintain the confidentiality of client information, ensuring that sensitive data is protected and only shared with proper authorization.

Objectivity



Consultants must provide unbiased and impartial advice, avoiding personal biases and conflicts of interest that may influence their recommendations.

Professional Competence



Consultants should possess the necessary knowledge, skills, and experience to deliver high-quality services and provide accurate and reliable advice to clients.

Common Ethical Dilemmas in Organisational Consultancy

Navigating Challenging Situations



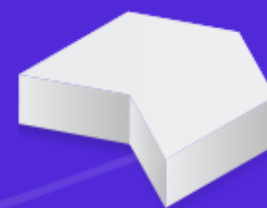
Confidentiality Breach

Consultants may face dilemmas when deciding whether to disclose confidential information to prevent harm or maintain client trust and confidentiality.



Conflicts of Interest

Consultants must navigate situations where their personal interests or relationships may conflict with their professional responsibilities and obligations to clients.

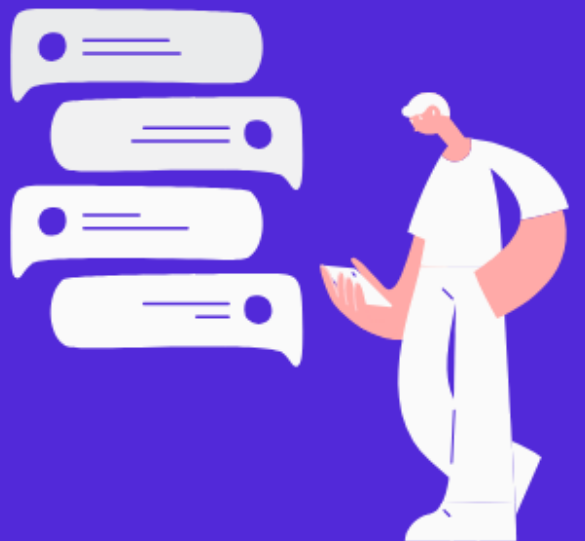


Ethical Relativism

Consultants may encounter situations where ethical standards and practices vary across cultures, requiring them to navigate and reconcile conflicting ethical norms.

Best Practices for Ethical Conduct in Organisational Consultancy

Ensuring Ethical Excellence



01 Adherence to Professional Codes of Conduct

Consultants should familiarize themselves with and adhere to relevant professional codes of conduct and ethical guidelines to ensure ethical conduct in their consultancy work.

02 Continuous Professional Development

Consultants should engage in ongoing learning and development to enhance their ethical knowledge and skills and stay updated on emerging ethical issues in the field.

03 Regular Ethical Reflection and Evaluation

Consultants should regularly reflect on their ethical practices, seek feedback from clients and colleagues, and evaluate the impact of their actions on stakeholders and the organization.

Breakout Room Activity: 15 minutes



Answer the following questions

- What ethical dilemmas might consultants encounter, and how can they navigate them?
- How can consultants ensure confidentiality while working with sensitive organisational information?

Any Questions?



ASSESSMENT

Deadline date:

26th February, by 23h59

Mode of Assessment	Volume	Weighting
Consultancy Report	6000 words	100%





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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

[j,de-silva@uwtsd.ac.uk](mailto:j.de-silva@uwtsd.ac.uk)

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