

Management and Organisational Behaviour

Introducing Organisations
The role of the manager
Introducing leadership theories

Lecture will begin at 9:30am

Asynchronous learning: If you haven't completed it

What are the key issues affecting organisations?

- Investigate and research the above question
- Make a list of issues and provide explanations as to why
- How might these issues look different in the future?

Lecture will begin at 9:30am

Recap – What did we discuss last week?

- Module Overview
- Assignment introduction
- The concept of Management vs Leadership
- Function of a manager
- Types of organisations
- What makes a great place to work

Assignment 1

Essay – 2000 Words (+/- 10%)

Title – Leadership Styles in Hospitality: Their Role in Team Effectiveness and Employee Morale, with a Focus on [Selected Leadership Style – Autocratic, Democratic or Laissez-faire]

**Submission
deadline:**

7th February 2025, 23:59

**Draft work
Deadline :**

29th January 2025, 23:59

**Return date of
provisional marks &
written feedback:**

**04th March
2025, 23:59**

AI Guidance Acknowledgement

Students are now required to include a statement that declares any use of AI in an assignment:

Basic Acknowledgement format of AI tool use

I acknowledge the use of [AI Tool] [(AI Tool url)] on [Date] to [Purpose my work]. I used the prompt(s):

1. [Prompt]
2. [Prompt]
3. [Prompt]

I confirm that I have not presented any AI generated text as my own work. I confirm I have copies of my drafts, notes, and other resources I used before, and after the use of AI tools which I may be asked to provide in evidence.

AI Acknowledgement Guidance

If you have not used AI tools

If you have not used AI tools, whether because it is not allowed or because you have chosen not to use AI tools at all, you need to include the following acknowledgement.

I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI generated materials as my own work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

So, what did we learn last week?

- What do you remember?
- What is Management? _ _ _ _
P - Process
I - Individual (s)
G - Group(s)
G - Goal

Today's objectives

1. Reflect upon key issues affecting organisations
2. Why organisations exist
3. Definition of management
4. Role of managers



Organisations



Škoda



GIG
CYMRU
NHS
WALES

eden project

HSBC



The world's local bank



Organisations are...

'...social constructs created by groups in society to achieve specific purposes by means of planned and co-ordinated activities.'

These activities involve using human resources to act in association with other inanimate resources in order to achieve the aims of the organisation.'

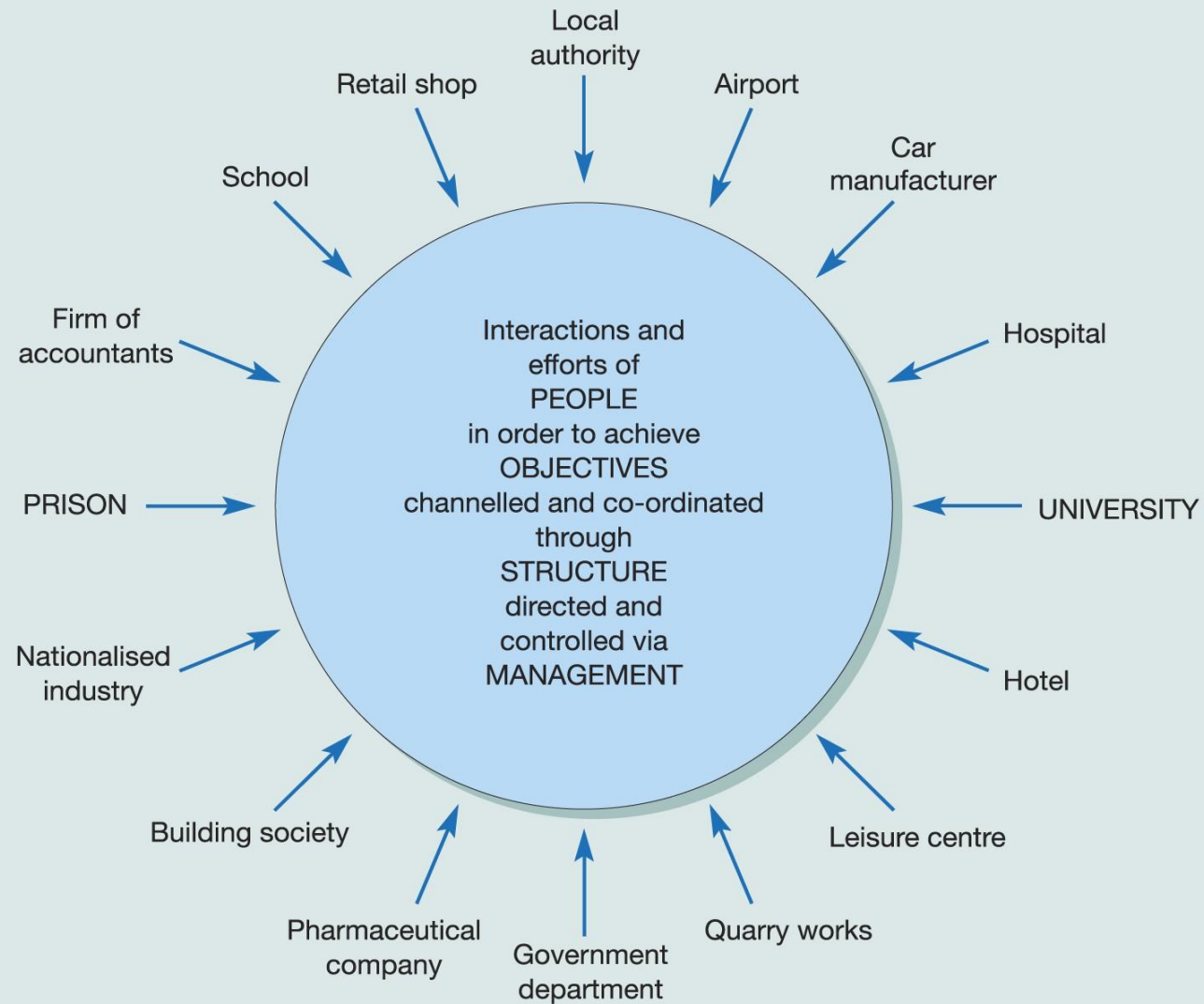
Farnham and Horton (1992)

Why do organisations exist?

Organisations exist primarily to bring together a group of individuals to achieve common goals or to carry out specific functions that are more efficiently or effectively accomplished through collective action

March and Simon (1993)

Common factors in organisations



Source : Mullins, L.J. (2007).
Management and Organisational Behaviour. 8th ed. Harlow: Pearson Education.P76

How well do you know Hotel brands?

Activity



Guess the
organisation's Logo



The Head Quarters of this brand is based in Paris...



Accor



Aloft



Ascott



Adagio





It is one of the biggest hotel groups worldwide and has many brands in their portfolio.



Melia



Marriott International

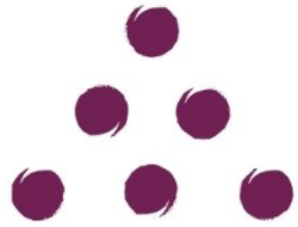


Mercure



M gallery





It's renown to be one of the best wellness hotel brand in the world!



Banyan Tree



One & Only Resorts



Hyatt Hotels



Six Senses





It's a brand from United States...



W Hotels



Westin Hotels and Resorts



Wyndham Hotels and Resorts



Mandarin Oriental





It is an international luxury hotel and resort company from Canada!



Four Seasons Hotels and Resorts



Fairmont



Fragrance Hotels



Sofitel





It is a Hong Kong-based multinational hospitality company!



The St. Regis



Soneva



Sheraton



Shangri La Hotels & Resorts





This company has 108 luxury hotels and resorts in 30 countries.



The St. Regis



The Ritz-Carlton



Park Hyatt



Lion Hotels





One of their portfolio brand is "Double Tree"



Hilton



Huazhu Hotels



Holiday Inn



Hyatt





A budget option owned by Whitbread & in over 800 locations in the UK



Holiday inn



Premier Inn



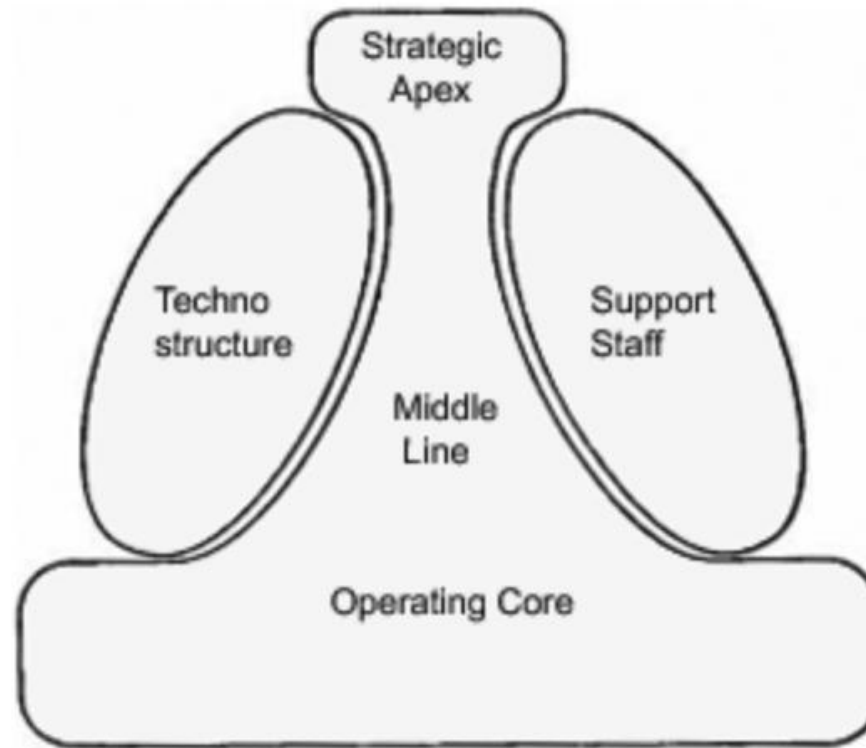
Days Inn



Country Inns



Mintzberg's – theory on organisations

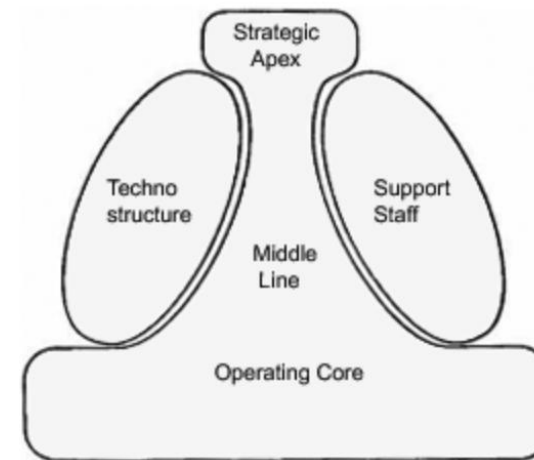


Mintzberg (1980)

Activity

You have 10-15 minutes to research Mintzberg's theory on organisations and provide a description of each of the 5 components:

- *Strategic Apex*
- *Middle Line*
- *Operating Core*
- *Technostructure*
- *Support Staff*



Ensure you have something ready to feedback to the whole group

Mintzberg's – theory on organisations

Strategic Apex:

- Made up of directors/ senior executives
- Define the organisations objectives and missions

Operating Core:

- The activities carried out by the organisation to 'deliver outputs'

Middle Line:

- Provides the links between strategic apex and operating core.
- Work carried out in the organisation needs to be consistent with the strategic objectives

Technostructure:

- This involves the key individual or key 'functional areas' within each organisation
- For example, HR, Finance, Marketing

Support Staff:

- This involves departmental areas that do not directly impact the organisation 'core purpose' but contribute to efficiency of the strategic apex
- For example, Legal services, research & development, PR.

Mintzberg (1980)

Inside an organisation

Two 'broad' components:

- Operating component (workers)
- Administrative component (managers)

COMMON FEATURES OF ORGANISATIONS

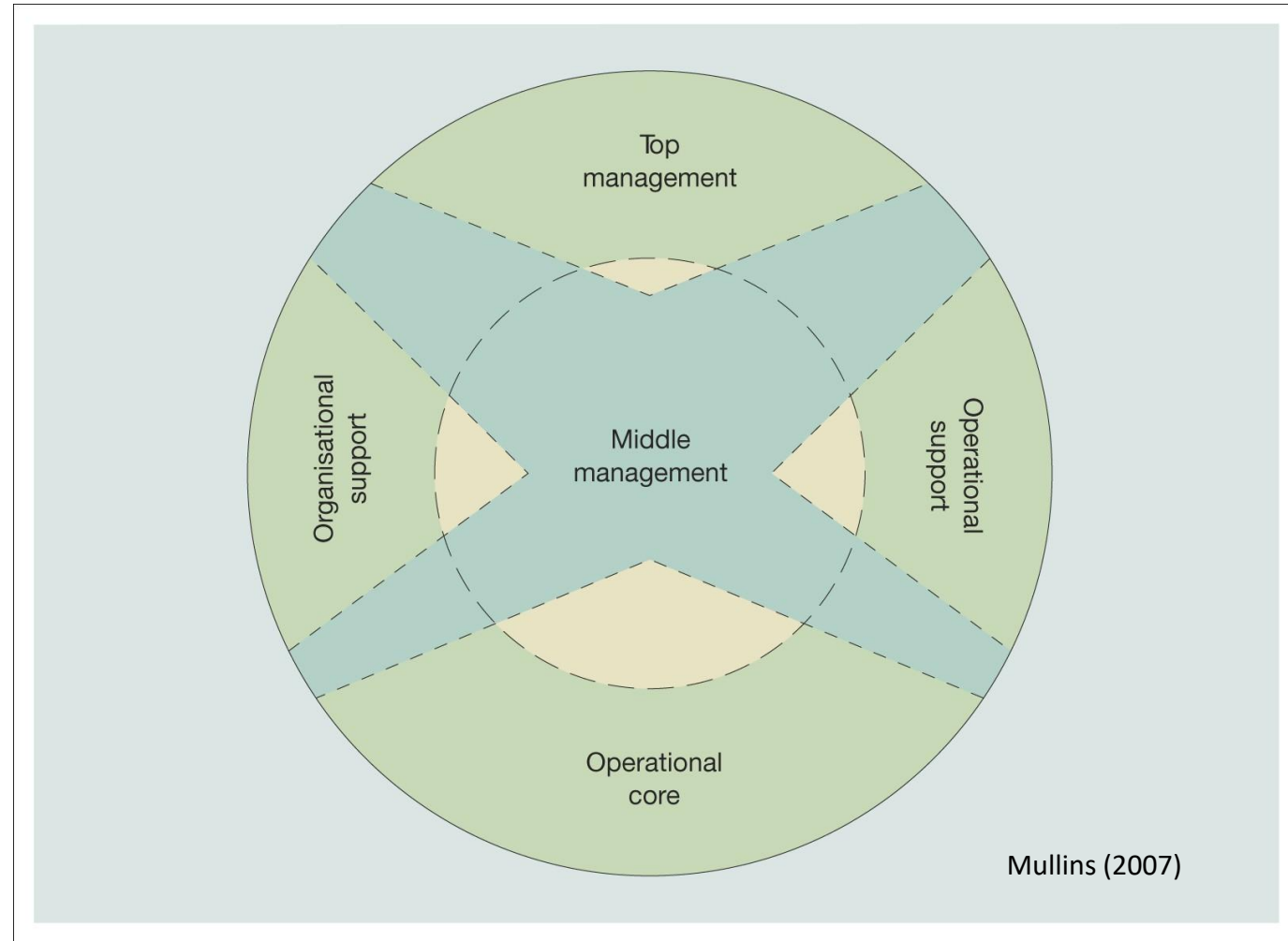
Whatever the differences between organisations

Common factors include:

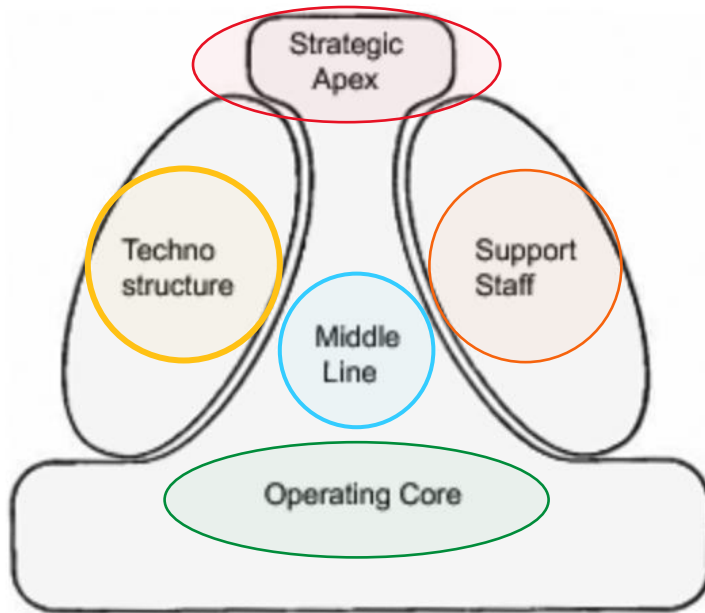
- People
- Objectives
- Structure

According to Mullins, there are 5 basic components of an organisation.

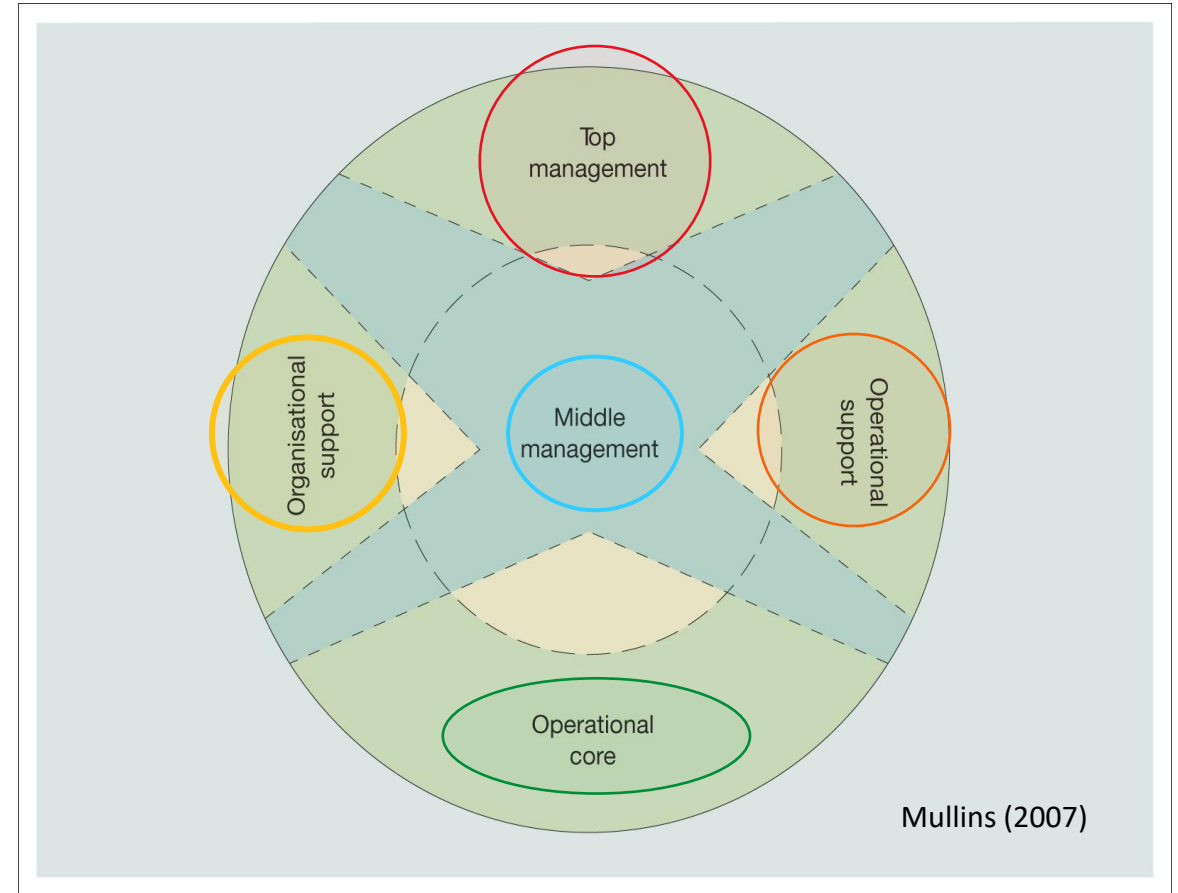
- **Operational Core**
Carrying out daily tasks
e.g. a teacher teaching or server serving
- **Operational Support**
Indirect daily tasks
e.g. Stores, maintenance
- **Organisational Support**
Whole organisation services
e.g. HR, catering, office
- **Top management**
Broad objectives/policy, Strategy, Overview, External relations
e.g. Chief Executive, General manager
- **Middle management**
Co-ordination, integration, links other layers
e.g. Department or functional Head



Activity : match Mullin's and Mintzberg's theory



Mintzberg (1980)



Mullins (2007)

Group Discussion

What issues are
currently affecting
organisations?

Key issues affecting organisations:

- Globalisation
- Changing nature of work and the workforce
- Changing relationships between employers and employees
- Managing change (struggles or inability)
- The impact of world events e.g. pandemics
- Changing social trends e.g. home working

Globalisation

(A quick overview)

Global management skills and competencies include;

- Being culturally sensitive and adaptable
- Communicating well with people from other cultures and motivating them
- Understanding different socio-political systems



The changing nature of employer-employee relations

- Work-life balance
- Outsourcing
- 'Casualisation' of the workforce
- Home working / the internet
- Automation



The changing nature of the workforce

- Culture
 - Leadership
 - Motivation
 - Decision making
 - Diversity between national cultures
- Age
- Gender



Group Discussion

What factors can influence the decision making within an organisation?

What influences organisations?

Through discussion provide examples:

- Political
- Economical
- Sociological
- Technological



Rollinson (2008)

Political future

- Political parties and alignments at local, national and European or regional trading-bloc level
- Legislation, e.g. on taxation and employment law
- Relations between government and the organisation (possibly influencing the preceding items in a major way and forming a part of future corporate strategy)
- Government ownership of industry and attitude to monopolies and competition

Socio-cultural future

- Shifts in values and culture
- Change in lifestyle
- Attitudes to work and leisure
- 'Green' environmental issues
- Education and health
- Demographic changes
- Distribution of income

Economic future

- Total GDP and GDP per head
- Inflation
- Consumer expenditure and disposable income
- Interest rates

- Currency fluctuations and exchange rates
- Investment by the state, private enterprise and foreign companies
- Cyclicalities
- Unemployment
- Energy costs, transport costs, communications costs, raw materials costs

Technological future

- Government and EU investment policy
- Identified new research initiatives
- New patents and products
- Speed of change and adoption of new technology
- Level of expenditure on R&D by organisation's rivals
- Developments in nominally unrelated industries that might be applicable

Environmental future

- 'Green' issues that affect the environment
- Level and type of energy consumed – renewable energy?
- Rubbish, waste and its disposal

Legal future

- Competition law and government policy
- Employment and safety law
- Product safety issues

(Lynch, 2006)

Influences on the organisation



(Lynch, 2006)

The formal and informal organisation – What is the difference?

Aspect	Formal Organisation	Informal Organisation
Definition	A structured setup with defined roles and relationships organized to achieve specific goals.	A network of personal and social relationships that arise spontaneously as people associate with one another.
Purpose	To achieve specific objectives , such as profitability, service delivery, or educational goals.	To satisfy the social and psychological needs of members , such as friendship, support, and shared interests.
Structure	Typically hierarchical , with clear lines of authority and a systematic arrangement of roles.	Lacks a defined structure and is typically flat, with relationships determined by personal preferences.
Rules and Regulations	Governed by formal policies , procedures, and standards.	Operated by unwritten norms , customs, and conventions.
Communication	Often follows official channels and formal lines of communication.	Relies on informal channels , which may include gossip, rumors, and unofficial meetings.
Leadership	Leadership is designated by position and authority within the organisation.	Leadership is often determined by social influence and may not coincide with the formal hierarchy.

Lysons (1997)



The role of a manager

Group Discussion

What is the role of
a manager?

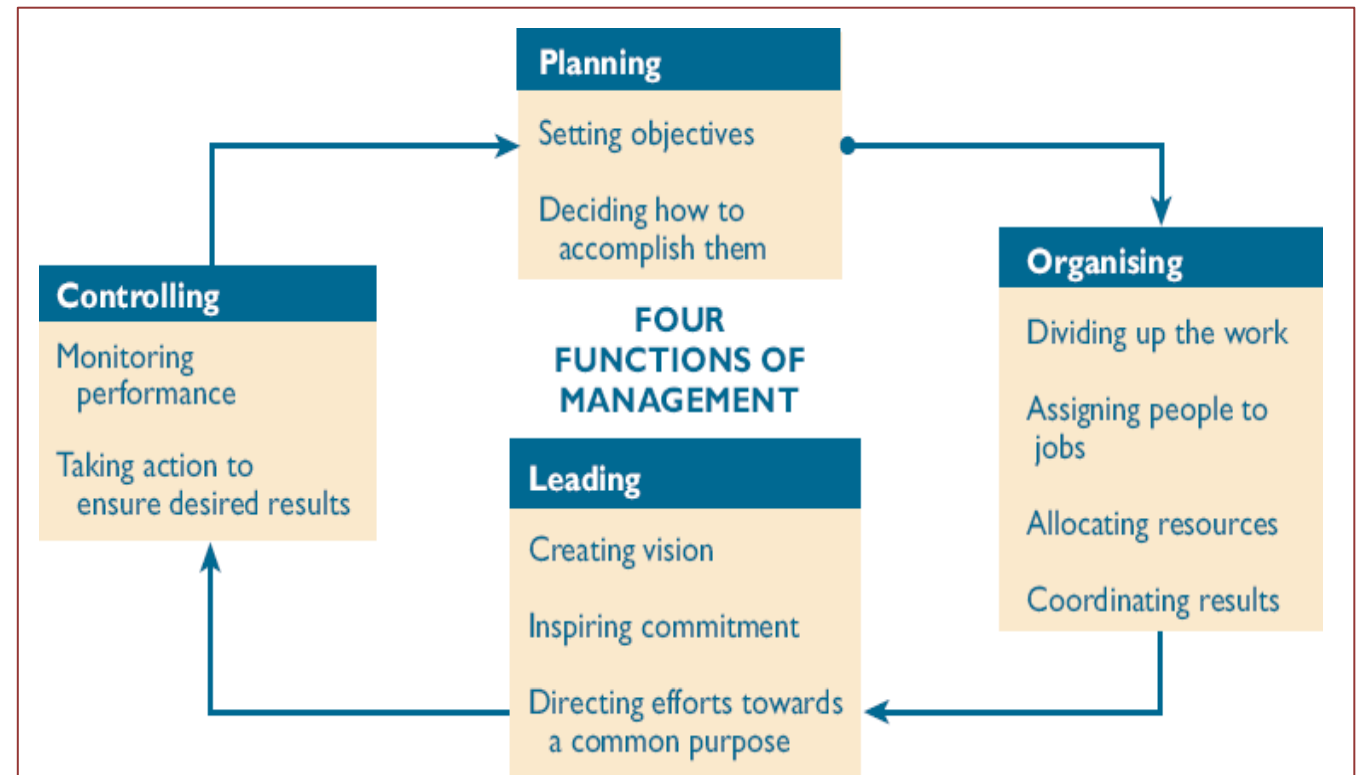
Management can be regarded as 'Making things happen'

- 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

What managers do.... Can you remember?!

Clue: There are 4 main functions

P _ _ _ _ _ PLANNING
O _ _ _ _ _ ORGANISING
L _ _ _ _ _ LEADING
C _ _ _ _ _ CONTROLLING



Peek, S. (2023)

Management Theory of Henri Fayol (1949)

Who gets to be a manager?

Facts

- 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 is:

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?

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.

(Mintzberg, 1979)

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
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

Do you agree?

‘People respond according to the manner in which they are treated. The majority of staff come to work eager to do a good job and to perform to the best of their abilities.

‘Therefore, if individual performance fails to match the ideal, this is a result of poor management.



Leadership styles and theories

Remember – Assignment 1 title :

*“Leadership Styles in Hospitality:
Their Role in Team Effectiveness and Employee Morale,
with a Focus on [Selected Leadership Style – Autocratic,
Democratic or Laissez-faire]”*

Recap from Last week

What's the difference between a manager and a leader?

Are all managers leaders?

Are all leaders managers?

Are leaders born or can they be made?



The meaning of leadership

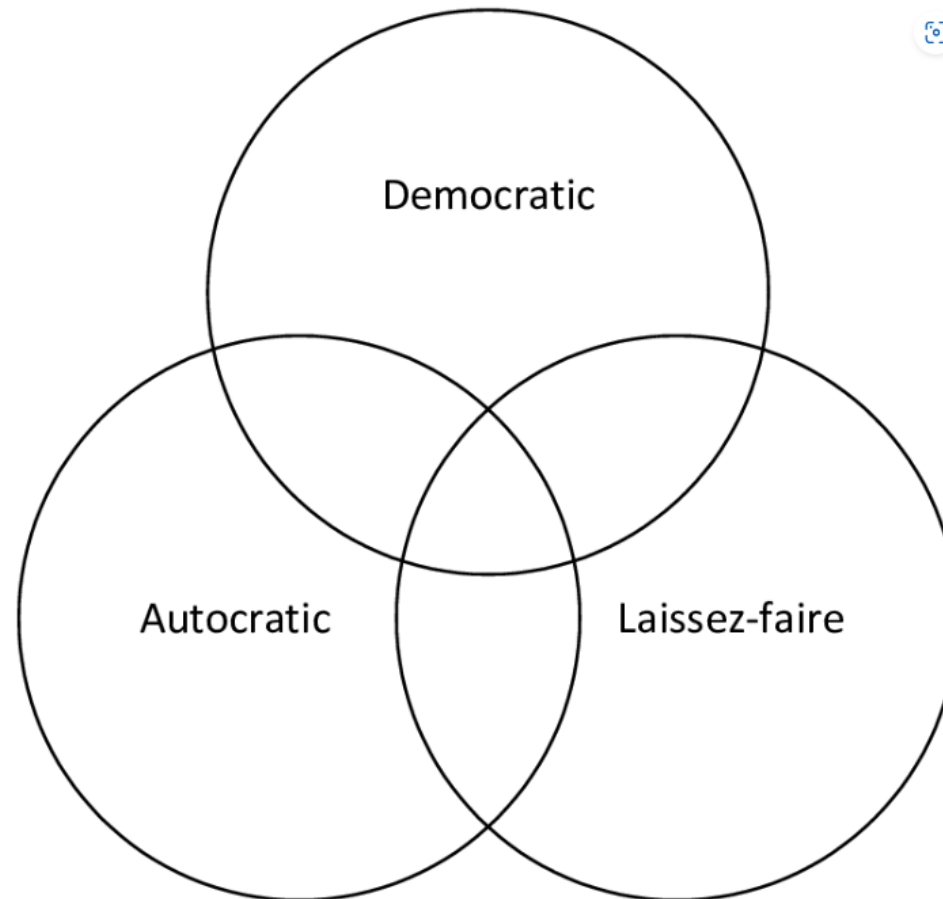
Leadership:

A relationship through which one person influences the behaviour or actions of other people.

Some examples of leadership theories/models

- Lewin's Leadership Model : Autocratic /Democratic / Lassie-Faire
- McGregor X and Y Theory
- Blake and Mouton Managerial Grid
- Adair's model of Action Centred Leadership (ACL)
- Great man theory
- Transactional Leadership

Autocratic vs democratic vs laissez faire



Lewin (1930)

Autocratic leaders



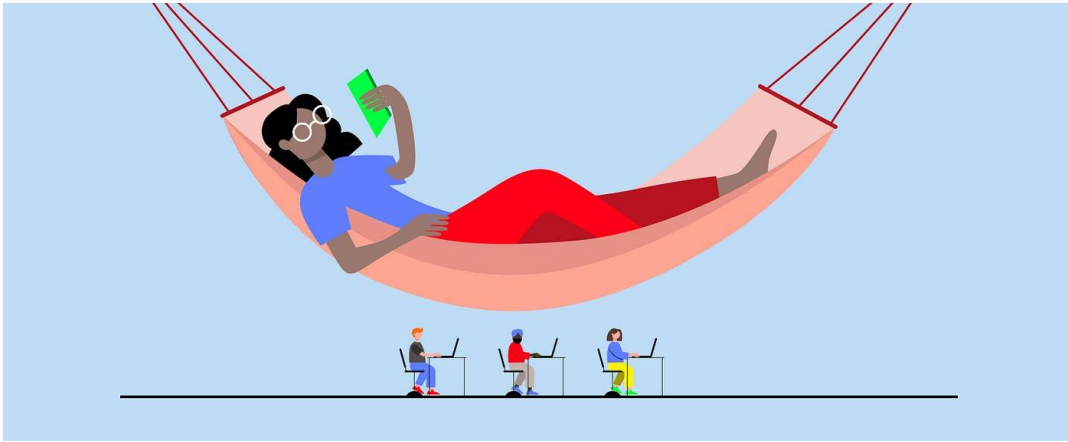
- Leaders keep a hold of all the decision making
- Do not allow time to consult others within their responsibility
- Communication is always 'top down' e.g. CEO, to Manager and so on...
- Very formal system and preference to command and control
- This approach is often implemented / linked to McGregor's Theory X
- Lack of trust given to subordinates

Democratic leaders



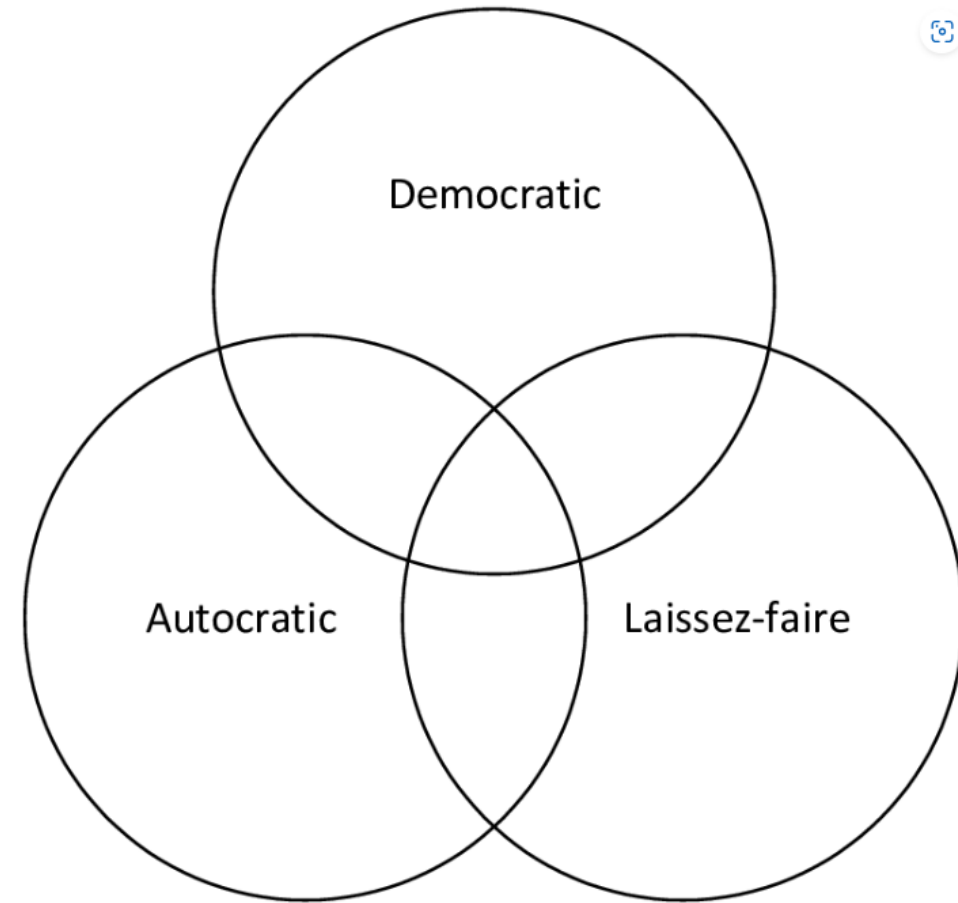
- Leadership functions are shared within the group
- Employees have a greater involvement in decision making
- Emphasis on delegation and consultation
- Potential impacts on 'speed of decision making' but these leaders support a higher level of motivation and morale for employees
- Leaders will still have the final say

Laissez-faire leaders:



- Managers and employees have freedom to do what they think is best
- Leader has little input into day-to-day decision making
- Often employees are left to solve their own problems
- Leaders only take charge when they feel it is necessary
- Little guidance is provided by leaders
- A more 'hands off' approach

If you had to place yourself in this model, where would you be?





Leadership Style Quiz

Scan the code or click on this



Let's Get Started

<https://psychcentral.com/quizzes/leadership-style-quiz>

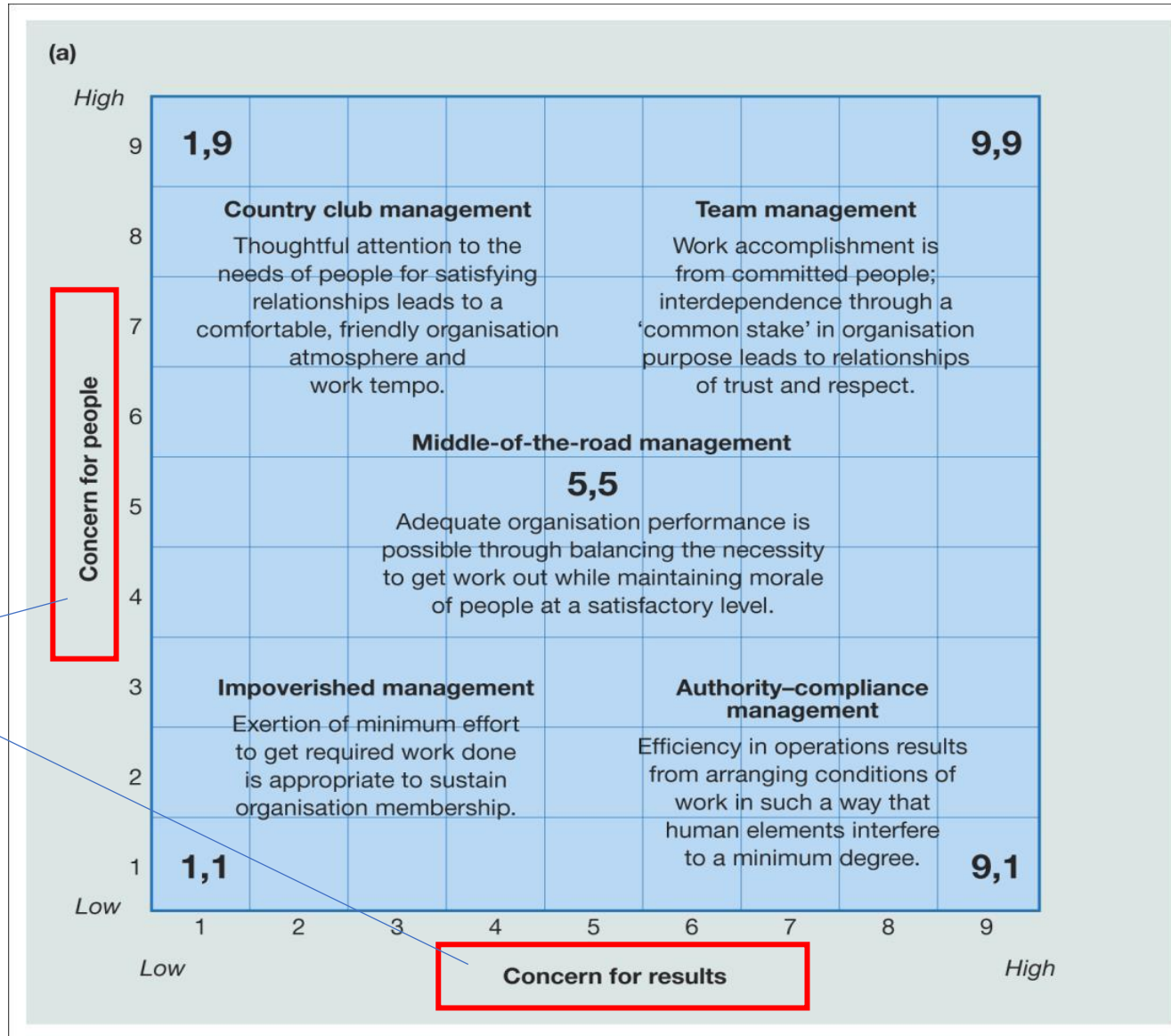
Blake and Mouton Managerial Grid

A view of the Blake and Mouton Managerial Grid

The categories or 'styles' are determined by these two dimensions:

- **Concern for production (results)**

- **Concern for people**



Blake & Mouton (1964)

Blake and Mouton grid explained

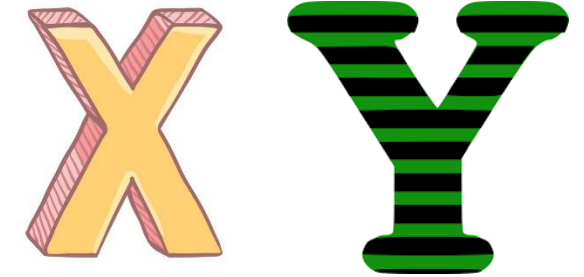
...



According to Blake and Mouton's Grid....

What type of 'Leader' would
be most effective within the
hospitality industry?
Why?

McGregor's X and Y Theory



The theory is used to describe human behaviour at work and McGregor placed in two sides

Theory X and Theory Y are two extremes!

McGregor did not indicate workers would be one or the other. But, more likely that people fall on spectrum somewhere between the two extremes

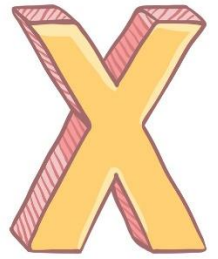
X or Y ?



McGregor's theory



Theory X



- Individuals who dislike work
- People who lack ambition and do not want responsibility
- People to desire the need for security

From the managers perspective, they would need to understand these workers need a structured system that has control and punishment.

McGregor (1960)

Theory Y



- Work could be considered a source of satisfaction (*depending upon conditions*)
- Individuals are motivated by a level of responsibility
- Consider effort at work to be important

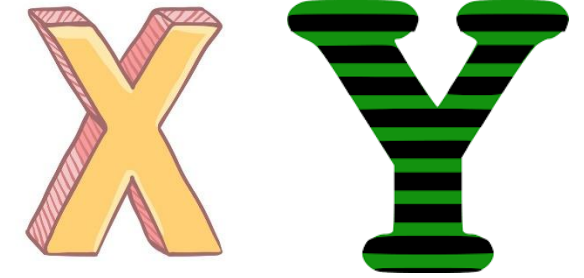
From a manager's perspective, rewards are important to these individuals trying to foster an environment where workers can show and develop their creativity

McGregor (1960)

Group Discussion

What impacts do you think
the X and Y approach will
have on a manager's
style/approach?

Impacts on management style:



Theory X:

- This manager will closely supervise employees
- Clearly define tasks
- Follow a more autocratic approach

Theory Y:

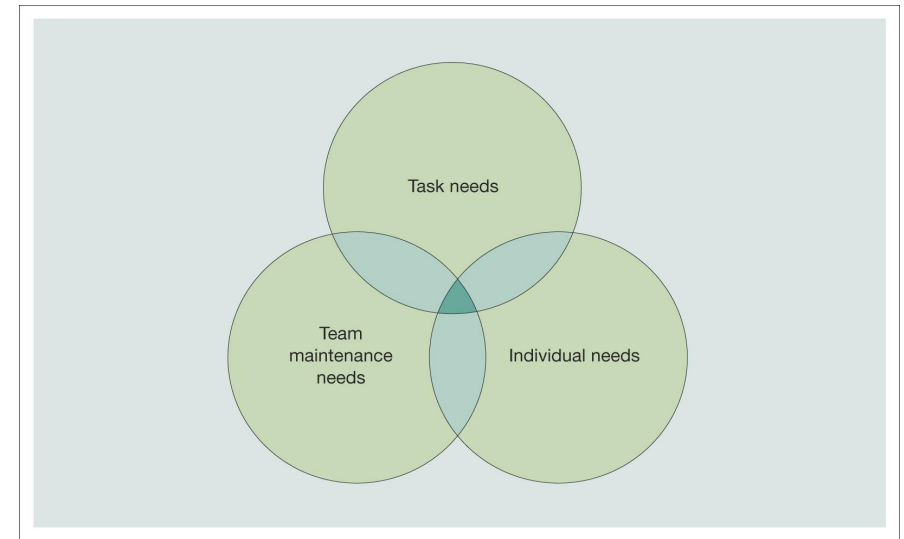
- This manager will try to link organisational objectives with personal objectives
- More co-operations between managers and employees
- Possess a more positive mindset

Adair's model of Action Centred Leadership (ACL)

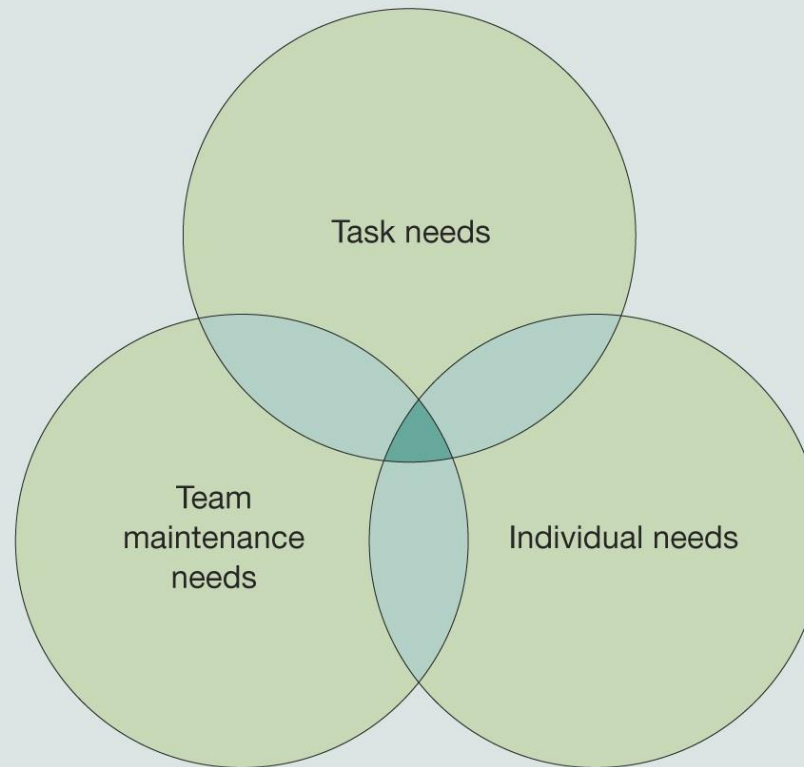
You have 10 minutes to look it up

What did you find out?

Let's discuss



Action-centred leadership



Adair (1979)

Task functions

- Achieving the objectives of the work group
- Defining group tasks
- Planning the work
- Allocation of resources
- Organisation of duties and responsibilities
- Controlling quality and checking performance
- Reviewing progress

Team functions

- Maintaining morale and building team spirit
- The cohesiveness of the group as a working unit
- Setting standards and maintaining discipline
- Systems of communication within the group
- Training the group
- Appointment of sub- leaders

Individual functions

- Meeting the needs of the individual members of the group
- Attending to personal problems
- Giving praise and status
- Reconciling conflicts between group needs and needs of the individual

Asynchronous learning- Who is Craig Poole?



Who is Craig Poole?

What sort of managerial style does he portray?

If you could link him to one of the leadership theory, which one would most closely define his style?

Recap

Today we have discussed:

- Why organisations exist
- Factors affecting different organisations
- The role of a manager and why they are needed
- Introduced some leadership theories



Assignment 1 Deadline – Friday 7th February 2025

Reference list

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