

BMTP4004

Managing Tourism, Leisure and Events Organisations

Setting The Scene



HOSPITALITY
AND
TOURISM
MANAGEMENT



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



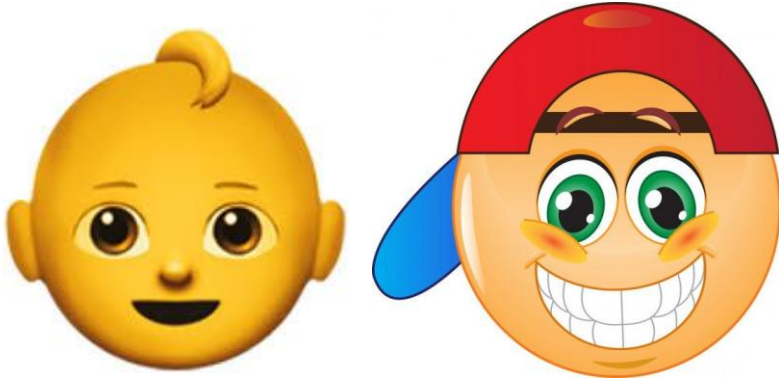
Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Today, we will explore...

- Introductions
- Module Handbook/ Assessment Introduction
- Setting the scene for the module, including;
 - Inside the Organisation
 - Power Dynamics
 - Management



About me!



About me – Professional Career!







Managing Tourism, Leisure and Events
Management (BMTP4004)

Module Handbook Spring Term 2025

Module Handbook

LEVEL 4

Module Lead:

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Assignment One

(this will be covered extensively over the next couple of months)

Key Information:

- **Submission Deadline:** 4th April 23:59
- **Word Count:** 2000 words (10% +/-)
- **Reference Count:** 20 (academic) references

1. Introduction

- Briefly explain who the leader is, their role in the industry, and the changes or challenges they have faced.

Assignment One

2. Main Body

A. Analyse their leadership:

- Discuss how the leader has responded to change, including their leadership style and strategies.
- Give examples of how they have successfully managed change or what could have been done differently.

B. Focus on people and culture

- Examine how the leader's approach affects the organisation's culture and people, especially during times of change.
- How do they motivate their team and manage organisational culture?

C. Provide Recommendations:

- Suggest ways the leader could improve their leadership and strategies to handle changes better in the future, including how they can improve team dynamics and organisational performance.

Assignment One

3. Conclusion

- Recap the leader's approach and provide final recommendations for their leadership style and how it can help the organisation succeed moving forward.

Key Dates

- **Assignment One:** Friday 4th April 23:59
- **Assignment Two:** Thursday 8th May 23:59
- **Easter Break:** 05/04/25 – 28/04/25



How we will learn...

1. Theory:

- We'll start by learning the basic ideas and concepts.
- This gives us a strong foundation of knowledge to understand how things work (e.g. Leadership Styles and Management Theories).



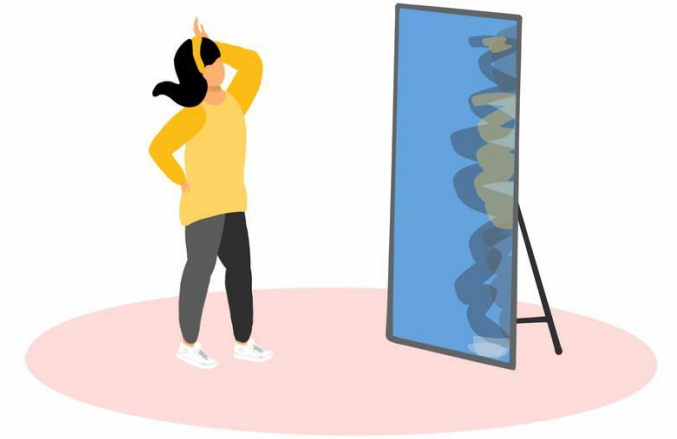
2. Practice:

- After learning the theory, we'll apply it through exercises.
- This helps us see how the theory works in action and how to handle challenges.

How we will learn...

3. Personal Reflection:

- After learning something new, you'll take some time to think about how it relates to your own experiences, beliefs, or goals.



4. Group Discussion:

- Sharing thoughts with others allows you to hear different perspectives, challenge your ideas, and learn from peers.

Suggested Learning Principles

1. Adopt a Growth Mindset
2. Get to know your Negative Capability
3. Understand what drives you
4. Adapt and Evolve



What makes organisations effective?

Clear Goals and Vision:

- The organisation has a clear plan and everyone understands their role in achieving the goals.



Good Communication:

- People in the organisation share information, listen, and collaborate, preventing confusion and keeping everyone aligned.



Effective Organisations...

Strong Leadership:

- Leaders guide the team, make decisions, support employees, motivate others, and ensure smooth operations.



Teamwork and Collaboration:

- People collaborate, share skills, and solve problems efficiently through strong teamwork.

Effective Organisations...

Adaptability

- The organisation adapts to changes, staying relevant and successful through flexibility.



Efficient Processes

- The organisation has efficient systems that boost speed and accuracy, minimising waste.



Effective Organisations...

Employee Engagement and Satisfaction

- People are motivated, valued, and happy in their roles, resulting in higher productivity and lower turnover.



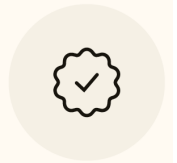
Benefits of satisfied employees



Workplace
efficiency



Employee
retention



Customer
satisfaction

Continuous Improvement

- The organisation continuously improves, learns from mistakes, and innovates to stay competitive and grow.

Organisational Management

Organisational management is about making sure everything in a company runs smoothly to reach its goals

How can this be done?

- strategically planning what needs to be done
- organising resources and people
- leading the team
- keeping track of progress.



The goal is to make sure the company works efficiently and gets things done effectively.

Organisational Management

The key skills in organisational management include time management, prioritising, and organising tasks...

Think about this on an individual level...

- Create a personal to-do list for the day.
- Write down 5 tasks you need to complete and prioritise them by importance.
- Then, decide how much time to allocate to each task and estimate when you'll finish them.

Power Dynamics: Choose Wisely

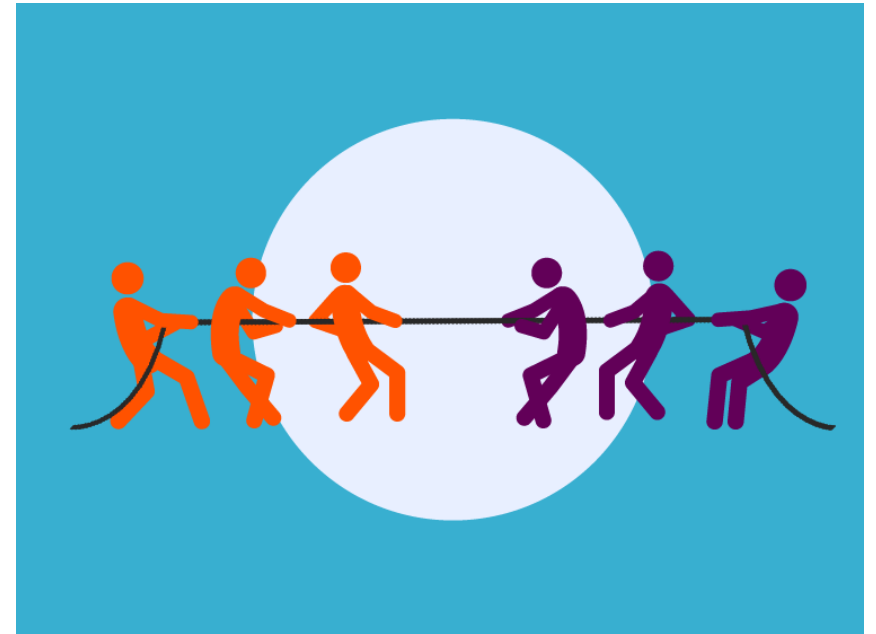
Power dynamics refer to how power is shared and used between people or groups.

When dealing with power, it's important to **choose wisely** how you use or interact with it.

Why choose wisely?

1. Impact on Relationships:

- how you use power affects your relationships.
- using it responsibly builds trust and respect,
- while misusing it can cause conflict or resentment.



Power Dynamics: Choose Wisely

2. Influence on Outcomes:

- power influences decisions and outcomes.
- using it wisely leads to positive results,
- while misusing it can harm the organisation or group.



3. Promoting Fairness and Equality:

- power can create inequalities if misused.
- making fair choices ensures everyone has a chance to contribute and grow.

Power Dynamics Gone Wrong!!



Power Dynamics – What are the benefits?

Clear Leadership: Power dynamics show who's in charge, making decision-making easier and helping guide the group toward its goals.

Efficiency: A clear structure helps things run smoothly by defining roles and responsibilities, reducing confusion and delays.

Accountability: When power is clear, people know who's responsible for tasks, making it easier to track progress and hold them accountable.

Support and Protection: People in power can help and protect others, ensuring fairness in certain situations.



The Consequences

Abuse of Power: People in power may misuse it by making unfair decisions, exploiting others, or harming people for personal gain.

Inequality: When power is unbalanced, some people get more opportunities and resources, causing unfair treatment.

Lack of Freedom: When one person or group has too much power, others may feel unable to speak up or make their own decisions.

Conflict: Power struggles can lead to arguments, frustration, and tension between people or groups.



What happens when things don't go our way in the workplace?

Disruptions/Conflicts in the Workplace can lead to tension, disagreement, or disturbances that affect work and the work environment.

- **Miscommunication:** When information is unclear or misunderstood, it can lead to mistakes and frustration.
- **Different Work Styles:** People work differently, which can cause friction if they don't respect each other's methods.



What happens when things don't go our way in the workplace?

Personality Clashes: Differences in personalities can lead to disagreements or uncomfortable situations.

Power Struggles: Conflicts can arise when individuals or groups fight for control or influence over decisions.



Activity

As a hypothetical manager, please provide suggestions on how you would address the following disruptions in the workplace.

1. **Miscommunication:** A manager gives unclear instructions, causing employees to do the wrong tasks.
2. **Different Work Styles:** One person likes to plan everything in advance, while another prefers to be more spontaneous.
3. **Personality Clashes:** One person is very outspoken, while another is more quiet and reserved, leading to tension.
4. **Power Struggles:** Two team members both want to lead a project, causing a rivalry.
5. **Unfair Treatment:** An employee feels passed over for a promotion despite working hard, leading to frustration.

Noticing Drama Triangles

The **Drama Triangle** is a way to understand how people can get stuck in negative patterns during conflicts.

It has three main roles:

- **The Victim:** This person feels helpless, thinking things always happen to them, saying things like, "I can't do anything about this" or "Why is this happening to me?"
- **The Persecutor:** This person blames others and acts harshly, saying things like, "It's your fault!" or "You're wrong!" They criticise and try to control the situation.
- **The Rescuer:** This person tries to "save" others by stepping in to fix things unasked, saying, "Let me help you" or "I'll fix it for you."

Fix or Enable?

When you "**fix**" someone, you try to solve their problems for them, even if they didn't ask for help.

However...

- You might think you're helping, but it can stop them from learning how to handle things on their own.
- For example, if someone is having trouble at work, you might do their tasks for them instead of helping them figure it out.



Fix or Enable?

To "**enable**" someone means making it easier for them to avoid facing the results of their actions, keeping them stuck in a bad situation.

This happens when you cover for them or make excuses for their behaviour.

For example, if someone always misses deadlines, you might keep saying it's okay instead of dealing with the problem.



Coach, Creator, or Challenger

Coach, Creator, and Challenger are healthy roles that help people grow and solve problems in a positive way.

Coach:

- A coach helps others find solutions by asking questions and offering guidance, not just giving answers.
- For example, a coach might ask, "What do you think is the best way to handle this?"



Coach, Creator, or Challenger

Creator:

- A creator focuses on finding new ideas and solutions.
- They encourage thinking outside the box to overcome challenges.
- A creator might say, "What if we try something different?" to spark new ideas.

Challenger:

- A challenger encourages others to think critically and push their limits.
- They ask tough questions to help someone grow.
- For example, a challenger might ask, "Have you considered all the risks?" to ensure a decision is well thought out.

Which one are you?



What is Management Tring to Achieve?

Outcomes:

- Management focuses on achieving specific goals, like increased profits or efficiency. These outcomes are what the organisation aims to accomplish.
- Example: Growing revenue by 10% or completing a project on time.



Actions:

- Management decides on actions to reach outcomes, including planning, organising, and making decisions about resources and tasks.
- Example: Setting goals, assigning tasks, and solving problems.

What is Management Tring to Achieve?

Opportunities:

- Management seeks ways to improve the organisation by identifying opportunities like new markets, innovations, or cost-saving strategies.
- Example: Expanding into a new market or launching a product.



Relationships:

- Management builds positive relationships within the organisation to improve communication, collaboration, and morale.
- Example: Fostering teamwork, providing feedback, and creating a positive work culture.

Deferring to Referring...

"**Deferring to Referring**" describes the shift from **deferring** responsibility or decisions to **referring** someone to another person for help or expertise.

- When you **defer**, you delay or avoid making a decision or taking action.
- You might put off responsibility because you're unsure or don't have enough information.
- **Example:** "I'm not sure what to do, so I'll defer to my manager for a decision."



Deferring to Referring...

- When you **refer**, you guide someone to another person who is better suited to handle a task or answer a question.
- It's a more active form of helping, as you're directing them to someone who has the right expertise.
- Example: "I'm not the expert on this, but I'll refer you to Sarah, who knows more about this issue."



Challenging Perceptions...

Challenging perceptions means questioning or pushing people to think differently about something they believe or assume.

It involves encouraging others to look at situations, ideas, or issues from a new perspective.

Why Challenge Perceptions?

- challenging perceptions helps us think differently
- question assumptions and find better solutions
- it encourages growth, creativity, and a deeper understanding of situations.



Challenging Perceptions...

How can we go about challenging perceptions?

- asking questions
- considering other viewpoints
- being open to new ideas
- looking beyond the obvious
- thinking critically about what's assumed to be true



Action Plan for the Week Ahead

- Next Week (Week 2), we will be looking at “Organisational Culture”.
- For this week, please do some light reading on Organisational Culture.
- Key Reading Suggestions;
 - **Book:** Brown, A (1998). *Organisational culture* (2nd Ed). London: Pearson
 - **Journal Article:** Su, S., Baird, K., and Munir, R (2023). ‘Organisational resilience: the role of organisational culture from an organisational life cycle perspective’, *International journal of manpower*, 44 (3), pp.403-421. Available at: <https://ezproxy.uwtsd.ac.uk/login?url=https://www.proquest.com/docview/2806482963?pq-origsite=primo&accountid=130472>
 - **Website:** Hastwell, C (2023). *The 8 Elements of Great Company Culture*. Available at: <https://www.greatplacetowork.com/resources/blog/elements-of-great-company-culture> (Accessed 24 Jan 2025)
- Also, please take time to read through the Module Handbook and to read through Assignment One. **CHOOSE A LEADER!!**

I look forward to seeing you next week.

If you have any questions, please contact me
on Teams or through email

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