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Mark, The Hotel Manager

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Lecturer: Mike Davies
BMIH5004

Introduction:



This essay will be in two parts, the first is about explaining Blake and Mouton Managerial Grid, and evaluate the management style of Mark,

The second task is using Adair's model of Action Centred Leadership and analysing how Mark used the three keys' functions of Managerial leadership (ACL).

clear introduction

Question 1

The Blake Mouton Managerial Grid enables individuals to reflect on their leadership styles and the impacts on the teams' motivation and productivity. The grid enabled them to reflect on Mark as a manager in the Grosvenor Hotel on how he emphasized one area at the expense of other fields and how the effect led to the failure of the whole business enterprise.

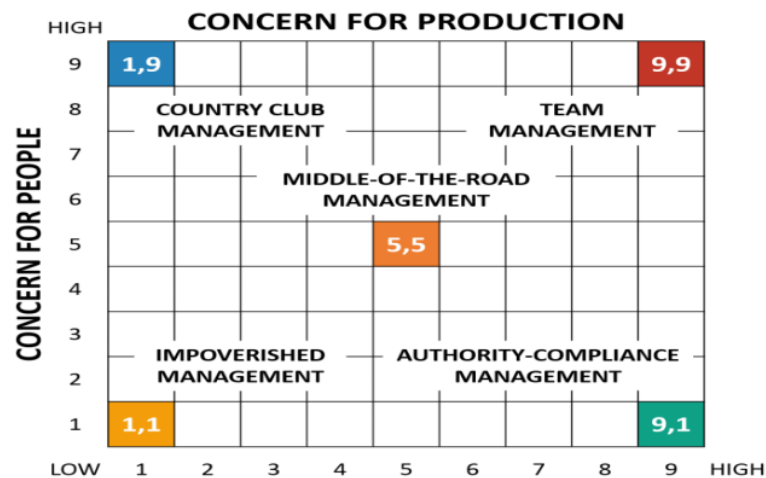


avoid 1st person writing

After watching the whole videos and comparing his performance we can find out clearly and what Mark Leadership grid styles between the 7 styles, Main five styles plus two additional more.

(Mullins and McLEAN, 2019).

According to Mullins and Dossor (2013, p.208).



And the Mark main leadership style was Opportunistic leadership as can be taking care of the results and ignoring the staff sometimes and taking the side of the staff and ignoring the performance sometimes.

(MindTools, 2018) 

The leadership skills were from both positive and negative leadership styles. From my perception, the leadership skills employed by Mark were a mechanism for him to necessitate a change in the running of the business.

Also, from another way of analysing Mark Jerkins employees, the coaching management style. At the beginning of the video, Mark Jerkins are seen carrying the tables with his employees as he bosses them around and he was presenting (1,9  style). From the onset of the video, Mark focuses on the success of weddings being done in the Hotel than the wellness of his employees (9,1  style). He argues that he does not wish to confront the bride's parents due to the poor management styles of the wedding. However, the Grosvenor hotel has been experiencing a failure in the

management of weddings. Style. Mark was now ready to apply all his effort to ensure the future success of other weddings, most specifically the Mike and Fay wedding, at that time Mark was interesting of productivity and ignoring the staff.

(Business To You, 2020)

Moreover, it was exposed to the leadership of Mark Jenkins as being an autocratic type of leadership (9,1) style. Where Mark is seen to be an authoritarian kind of leader. From the video, a Mark is seen speaking to his employees while in the kitchen. However, in as much as the Mark is an authoritative kind of a leader who listens to his employees and lets the individuals perform what they feel might be relevant to the continuity of the Hotel.

Also, Mark was a very consultative kind of leader, and he took extra care of the hotel performance. With the company goal being set by Mark to being the leading wedding venue. Mark Jenkins conduct a meeting with his employees where he notifies them of the organization's goals. Mark hopes to give a perfect wedding to individuals coming in the Hotel, and for these, he attempts to do anything at his table to ensure the goal is met.

Additionally, Mark Jenkins applied the paternalistic kind of leadership. Where to save the weddings of Fay and Mark the wedding, he argues with his assistant manager Christian to come to the rescue of the wedding which had been set for appointment in the past year. Where Christian acknowledges that he has never been able to manage any wedding, he sought Philip's assistance in managing weddings. Mark, however, is seen to have a pessimistic attitude toward Philip. He sees him be incapable of performing his intended role.

(Blake and Mouton, 1994).

It could be argued that.....

~~From my perception,~~ Mark is seen to have a poor organization as a leadership style, that style called Impoverished manager as he did not care for productivity or for his people, when Mark and Fay arrived in the Hotel and was accustomed to the fact that their room had been given to another old, aged couple. These were mainly necessitated by the fact that Mark organization preferred paperwork to computer assistance in the recordings of the assigned guest rooms. Fay is seen complaining about the general organization of the Hotel.

The video portrays Mark Jerkin to be a very Neglectful kind of leader also we can that style Impoverished management style Within the video, there arises a good discussion situation where two individuals have been assigned the same room. Mark defends himself, clinging to the fact that he was not aware of what had happened. This action shows Mark to be a leader who is not focused on the detailed activities that are going through within the Hotel. It is within these situations that we see Fay taking responsibility to manage and plan for his wedding. However, Fay performs this activity with a very angry mentality saying to Mark that everything is a mess.

In conclusion, a Mark is portrayed as a leader who has both poor and stronghold qualities. The poor qualities make him a failure in the running of the Grosvenor hotel. These poor qualities made Tom interact negatively with his 10 employees, leading to Philip wishing to retire from his post in the organization.

Mark management styles was not stable at all, he was moving between 9,1 and 1,1 and rarely was 1,9 and 5,5 but he was not at 9,9 as a team manager at all.

(Mullins and Dossor, 2013, p.209).

Question 2

The Action centered leadership model (ACL) is a familiar work responsibility that focuses on three major elements of managerial leadership. The three main elements in management involve task achievement, team development, and developing the individual to achieve a particular goal in the organization. This is achieved through ensuring that all the individuals are dependent on themselves and ensuring participation to attain the overall leadership role in the organization. John Adair was the primary person who initiated the features (Adair, 2013, p.14). There are numerous functions of Action centered leadership that have been implemented to argue out in the series. (Boddy, 2016)



The first function which called Task needs is all about many points (Adair, 2013, p.14), Planning involves seeking information setting aims and defining the everyday tasks which are present currently (Boddy, 2016, p181), Mark has to understand the definition of the task (Adair, 2013, p22) . According to Mark, we can see that he is determined and focused on the success of any wedding and generally the entire organization. Planning can involve looking ahead to the future and engaging all the employees in the development process to ensure the elevation of

the entire organization (Boddy, 2016, p.311). For instance, we see that Mark is determined to ensure that the wedding is successful. Unfortunately, things do not go according to his expectations. Indeed, Mark is determined to access optimum operation of the wedding preparation through supervision. We see that he is focused on ensuring that the workers are hardworking and willing to work toward the attainment of a wedding which Mark deserved. Focus is the attribute of being determined and realize oneself. There is a need to develop a plan to obtain the optimum quality of the wedding.

12

The managerial function of controlling is another primary leadership function of Action centered leadership. The action leadership control involves the act of maintaining the standards, decision making, and ensuring progress (Boddy, 2016, p208). All leaders are focused on ensuring there is a smooth run of all procedures in the organization. Mark is seen as a manager with passion and is always focused on ensuring progress in the organization. He motivates the workers to work and eliminate negative thoughts in their minds.

good

There is an employee who is informed Mark that they should consider the rain when planning for the wedding. Mark responds to the employees by telling him that the day may probably not have a harsh weather condition. The message is motivational in the organization and encourages the employees to continue preparing and preparing for harsh weather conditions. Motivation is quite beneficial to ensure better interest to work (Boddy, 2016, p472). There is a need to plan for an event so that it may become successful.

too broad

The second standard function of managerial leadership is team maintenance (Adair, 2013, p.14) needs such supporting motivating and informing. The attribute of support involves the Action of encouraging, creating morale to the team members,

team spirit, and individual contribution (Boddy. 2016, p346).  13 We see that Mark encourages the team members to give them positive **vibes** to create a friendly environment for optimum output. In addition, Mark creates the morale to prepare for the wedding when he gives out an opinion that there will be no rain. Although Mark is not perfect for ensuring accuracy in predicting weather and climate, he gains the courage to express his opinion that the climate may be favourable, which encourages people to work too hard. On the other hand, the manager is quite beneficial to clarify plans and tasks. Mark is ready to rectify any mistake that employees make concerning the process of preparation. We see that Mark is always observant of any work done in the hotel to ensure that every work satisfies his will. There is an area where we need to be clarified why a particular task was done differently.  14

The third function is about the individual needs (Adair, 2013, p.15), Mark as a leader lead must focus on self-evaluation and how he manages his time and what is his focus, enabling self-assessment and performance. The idea of focusing on self-performance is crucial and motivates himself to obtain better productivity in the organization, and how he trains and develop himself and the team as well We see that Mark is concerned with the performance of the wedding; it is evident that he persists in the wedding till he declares it as a success after the accomplishment of all critical events. We see that Mark is concerned with the performance of the wedding since he is so excited after the wedding becomes successful and he motivated himself, also he gave the credit to his staff at the end.  15

Additionally, Mark is decisive in his opinions. For example, when the Mark is informed about the rain, it was clear that he did not take any action to the idea of the employee. We later see that he learns a lesson after the rain interacts with the occasion where the people must wait until the rain has stopped. There is a need to eliminate ignorance and standing by one's own decisions by allowing people to provide their opinions which some points are incredibly correct.

Conclusively, there is a need to gain more skill and knowledge in management by understanding the types of management. The type of management that Mark later implemented in the film shows a need to implement the best management skills to ensure a smooth run of the organization. Some qualities and characteristics of a good manager are crucial to advancing the quality of output and motivation provided to the workers in each sector.

Conclusion?

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FINAL GRADE

53/100

GENERAL COMMENTS

Instructor

Assignment 1 Feedback Summary:

Sylwia Stefanska

Common Assessment Criteria Applied

1. Engagement with Literature Skills 6/10

(including reading, referencing, academic conventions and academic honesty)

Use of some relevant academic sources, Mullins was present (on multiple occasions?) but other non-academic sources were included for theory.

Harvard rules could be applied more systematically.

2. Knowledge and Understanding Skills 11/20

(Sound knowledge and critical understanding of the well-established concepts and principles in their field of study;

knowledge of the main methods of enquiry in the discipline.)

You demonstrate a reasonable grasp of most of the concepts in the managerial grid. Adair's ACL model is somewhat confused for the team and individual needs circles. You could have used Mullins more to help you here.

3. Cognitive and Intellectual Skills 17/30

(Critical evaluation and analysis of concepts and principles; argument and judgement; the limits of their knowledge,

and how this influences their analyses and interpretations.)

You offer a critical perspective throughout your work. The examples offered are mainly valid but could be extended and developed to the case to deepen the scope of your analysis.

4. Practical Application Skills 15/30

(Apply underlying concepts and principles more widely outside the context in which they were first studied;

use a range of established techniques; propose solutions to problems arising from analysis.)

Your application of the models could be more systematic. The linking of case examples to the models is done in part, but again needs further development for a more complete answer.

5. Transferable Skills for Life and Professional Practice 5/10

(Effectively communicate in a variety of forms to specialist and non-specialist audiences; the qualities and

transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.)

Generally well written. Some issues with structure.

The conclusion could have summed up the evidence from each model used more directly, although you do attempt to evaluate his overall performance.

Mark 53/100

Assessment marks are subject to ratification at the Exam Board.

These comments and marks are to give feedback on module

work and are for guidance only until they are confirmed.

Comment

A good effort overall but with greater attention to the task set and additional analysis/critical evaluation you can achieve higher marks.

PAGE 1

PAGE 2



Comment 1

no sub-headings in an essay



clear introduction

clear intro



Comment 2

reads like a conclusion? relocate to later

QM

avoid 1st person writing

write in 3rd not 1st person

PAGE 3



Comment 3

avoid sourcing theory from generalised websites



Comment 4

which style(s) does he prefer to adopt?



Comment 5

state country club -



Comment 6

why?

PAGE 4



Comment 7

why is this a relevant example?



Comment 8

so quite directive/authoritarian?

PAGE 5

QM

It could be argued that.....

it could be argued that.....

Strikethrough.

QM

good discussion

good discussion



Comment 10

him?

PAGE 6



Comment 11

and maintenance

QM

page number

page numbers needed for direct quotes

Additional Comment

only

PAGE 7



Comment 12

controlling quality/monitoring performance - see model

QM

good

good

QM

too broad

too broad

PAGE 8



Comment 13

avoid casual expression



Comment 14

not entirely clear on this circle - please review your understanding of it



Comment 15

again, review this circle's key components

PAGE 9

QM

Conclusion?

Conclusion needed - summarise and address the tasks directly

PAGE 10



Comment 16

don't cite non-academic sources for theory

PAGE 11



Harvard rules

review Harvard referencing conventions

PAGE 12
