

BMTP4004

Managing Tourism, Leisure and Events Organisations

Managers



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's Objectives

1. Define management and explain its key functions.
2. Examine the role of managers and their organisational impact.
3. Explore why managers are needed in organisations.
4. Assignment 1 run through



Management can be regarded as ‘Making things happen’

- **Getting things done through others:** Leadership and delegation help teams achieve goals.
- **Within a structured organisational setting:** A clear framework with defined roles ensures efficiency.
- **Prescribed roles, systems & procedures:** Following guidelines ensures consistency and accountability.



Management can be regarded as 'Making things happen'

- **Being directed towards achieving aims and objectives:** Clear goals keep the team aligned and focused on success.
- **Using scarce resources in the best way:** Efficient resource use maximises outcomes and reduces waste.
- **Coping with change and uncertainty:** Adaptability helps organisations stay competitive and resilient.



A manager's main job is...

- **To establish a working environment which lets them achieve their goals:**
 - Create a supportive environment that helps employees succeed.
- **To remove obstacles in the organisation that stop people doing their jobs effectively:**
 - Eliminate barriers that hinder employees from performing well.
- **To get people the resources they need:**
 - Provide employees with the tools and resources to do their jobs.
- **To train them... to do their jobs effectively:**
 - Offer training to ensure employees are skilled and effective in their roles.



What key skills do you need to get things done through others?



What key skills do you need to get things done through others?

Scott's Top 4:

- **Delegation:** The ability to assign tasks effectively, trusting others to complete them while providing the necessary support.
- **Communication:** Clear, concise, and open communication ensures everyone understands their responsibilities and goals.
- **Problem-solving:** The ability to address challenges quickly and creatively, helping others overcome obstacles that might hinder progress.
- **Conflict resolution:** Navigating and resolving disputes or misunderstandings in a way that maintains team harmony and productivity.

Management Key Functions

Management is about organising people and resources to reach goals. The key functions of management are:

1. **Planning:** Setting goals and deciding how to achieve them, while anticipating challenges and creating a strategy.
2. **Organising:** Arranging resources, tasks, and people to ensure the right tools and people are in place.
3. **Leading:** Motivating and guiding people, building relationships, and keeping everyone focused on the goals.
4. **Controlling:** Monitoring progress, checking if goals are being met, and making adjustments as needed to stay on track.

Lets look at them in a little more detail...

Management Key Functions: Planning

Planning is an essential management function that involves **setting goals**, deciding **how to achieve them**, and **assigning tasks**.

It's about deciding what needs to be done, how, and by who.

What are the important elements of planning in management?

1. **Setting objectives:** Defining clear, measurable goals.
2. **Identifying resources:** Determining the resources needed (time, money, people).
3. **Developing strategies:** Creating plans to achieve the goals.



Management Key Functions: Planning

4. **Setting priorities:** Deciding what tasks or goals are most important and should be focused on first.
5. **Forecasting potential challenges:** Anticipating potential obstacles or changes in the environment and preparing solutions.
6. **Allocating resources:** Assigning resources (like budget, personnel, or time) in the most efficient way to support the plan.



Management Key Functions: Organising

Organising is a key management function that arranges **resources**, **tasks**, and **activities** to meet the organisation's goals, ensuring everything is coordinated.

1. **Determining tasks:** Identify tasks needed to reach goals (e.g., production, marketing).
2. **Grouping tasks:** Assign tasks to relevant teams with clear roles (e.g., marketing, finance).
3. **Assigning authority:** Clarify decision-making and responsibility for each task.



Management Key Functions: Organising

4. **Allocating resources:** Distribute resources (time, budget, equipment) to tasks or teams.
5. **Establishing hierarchy:** Define the chain of command for clear communication and decision-making.
6. **Managing relationships:** Encourage collaboration and communication between teams to achieve goals.



Management Key Functions: Leading

Leading is a key management function that **motivates** and **guides others** to reach goals. It involves creating a **vision, inspiring action**, and keeping the team **aligned** with the organisation's objectives.

1. **Motivating employees:** Inspiring people to do their best by understanding their needs and offering support.
2. **Effective communication:** Clearly sharing goals and feedback to ensure everyone understands their roles.
3. **Providing direction:** Setting a clear vision and guiding the team toward goals.



Management Key Functions: Leading

4. **Building relationships:** Creating trust and rapport for a positive work environment.
5. **Decision-making:** Making choices that align with goals and consider team impact.
6. **Problem-solving:** Overcoming challenges while keeping the team motivated.
7. **Coaching and developing others:** Helping team members grow through guidance and opportunities.



Management Key Functions: Controlling

Controlling is a key management function that involves **monitoring** and **adjusting activities** to ensure goals are met efficiently. It ensures performance aligns with plans and makes corrections when needed.

1. **Setting performance standards:** Defining measurable targets, like sales or production rates, to track progress.
2. **Measuring actual performance:** Tracking results and comparing them to goals to spot any gaps.
3. **Taking corrective actions:** Making adjustments to processes or resources when performance is off-track.



Management Key Functions: Controlling

4. **Feedback and communication:** Providing regular feedback and updates to teams on performance and necessary changes.
5. **Ensuring continuous improvement:** Using results to improve processes and promote ongoing development.



Build the Bridge

In pairs or small groups, you will work together to build a "bridge" using simple materials in 15-20 minutes, applying the 4 management functions to plan, organise, lead, and control their approach.

1. Planning

You have 5 minutes to **plan** how you will build your bridge. The bridge should be able to hold a small object for at least 10 seconds.

You should discuss:

1. How they will structure the bridge (e.g., what will be the base? How tall or wide will it be?).
2. What materials will be used for which part of the bridge (e.g., spaghetti for structure, marshmallows for connecting parts)?
3. What roles each team member will take (e.g., builder, designer, quality control).

Build the Bridge

2. Organising (2-3 minutes):

- After planning, teams have 2-3 minutes to **organise** their approach. This involves:
 - Distributing tasks among team members based on the plan (e.g., one person can start building the base, another can create the supports, etc.).
 - Ensuring everyone knows their role and that all materials are accessible.

Build the Bridge

3. Leading (10 minutes)

- You now have 10 minutes to actually **build the bridge**. One team member should take the lead, guiding the team in building and making decisions about any adjustments needed along the way.

Leadership involves:

- Keeping the team on track and motivated.
- Ensuring everyone works efficiently and communicates effectively.
- Making decisions if things don't go according to plan (e.g., the bridge starts to collapse or doesn't stand as expected).

Build the Bridge

4. Controlling (3-4 minutes):

- Once the bridge is built, you must test the bridge by placing a small object (like a toy car or a book) on it. The bridge must hold the object for at least 10 seconds to be considered a success.
- You will **assess** your work:
 - Did you achieve the goal (a stable bridge)?
 - How closely did you stick to your plan and timeline?
 - What could you have done better in the planning, organising, leading, or controlling phases?

Management on a daily basis

- **Team Management:** Managers motivate, mentor, resolve conflicts, and track performance.
- **Planning and Organising:** Managers plan projects, assign tasks, and meet deadlines.
- **Delegating Tasks:** Managers assign tasks based on strengths and hold team members accountable.
- **Continuous Improvement:** Managers review processes, adopt tools, and train employees for efficiency.
- **Crisis Management:** Managers handle unexpected issues like complaints or shortages.
- **Innovation and Strategy:** Senior managers focus on strategy, trends, and new products

Why organisations need managers

Mintzberg: 6 Purposes of the Manager

1. Ensure Organisational Purpose

- Managers ensure the organisation stays focused on its mission, making sure activities align with its goals.

2. Maintain Stability

- Managers design processes and ensure daily operations run smoothly and consistently.

3. Strategic Leadership

- Managers develop strategies and adapt the organisation to changes, ensuring long-term growth and sustainability.

Why organisations need managers

Mintzberg: 6 Purposes of the Manager

4. Serve Stakeholders

- Managers make sure the organisation meets the needs and expectations of its owners or investors.

5. Key Informational Link

- Managers are the main link between the organisation and the outside world, gathering and sharing information to guide decisions.

6. Authority & Status

- Managers have the authority to enforce the organisation's structure, making sure roles and responsibilities are clear and followed.

Organisational Impact of Management

In the tourism and events industry, **the role of management** is critical in shaping not only the **day-to-day operations** but also the **long-term success** of the organisation.

A manager's leadership and decision-making directly impact **organisational culture, employee performance, customer satisfaction, and company profits.**



Organisational Impact of Management

1. Organisational Culture

Managers in tourism and events shape the organisation's culture through their leadership, communication, and behaviour.

- **Leadership Impact:** Managers shape culture through leadership, communication, and behaviour, promoting teamwork, respect, and openness.
- **Customer-Centric Culture:** Prioritising customer service motivates employees to exceed expectations, improving experiences.
- **Positive Work Environment:** Recognising and rewarding performance boosts motivation, engagement, and employee retention, creating a motivated workforce



**“The culture of a team
is a mirror of its leadership.”**

Organisational Impact of Management

2. Employee Performance

Managers are directly responsible for guiding and improving employee performance through training, support, and feedback.

- **Training & Development:** Managers provide essential skills and industry-specific training to improve service quality and performance.
- **Clear Expectations & Goals:** Setting goals, offering feedback, and monitoring progress help employees stay focused and achieve targets.
- **Motivation & Empowerment:** Encouraging autonomy and career growth fosters empowerment, leading to more productive, efficient, and proactive employees.



Organisational Impact of Management

3. Customer Satisfaction

Managers in tourism and events directly affect customer satisfaction through effective planning, decision-making, and service quality.

- **High Service Standards:** Managers set service standards to ensure a positive customer experience and satisfaction.
- **Handling Complaints & Problem-Solving:** Fixing issues quickly and professionally boosts customer loyalty and satisfaction.
- **Creating Memorable Experiences:** Managers create unique, personalised experiences that leave positive impressions and boost customer satisfaction.



Organisational Impact of Management

4. Company Profits

Effective management in tourism and events impacts profits by making operations cost-efficient, revenue-driven, and competitive.

- **Cost Management:** Managers control budgets, minimise waste, and negotiate contracts to maximise resources and profits.
- **Revenue Generation:** Creating profitable services, packages, and events drives sales and attracts customers.
- **Operational Effectiveness:** Efficient use of staff and resources increases productivity, profits, and service quality.



How Management is Changing in Today's World

- **From Hierarchical to Flat:** Many organisations are adopting flat structures for better collaboration and quicker decisions.
- **Remote Work & Flexibility:** Managers focus on results and use digital tools for virtual teams.
- **Data-Driven Decisions:** Managers use analytics to make smarter decisions and improve efficiency.
- **Agility:** Managers need flexibility to adapt to market changes.
- **Employee Development:** Managers ensure continuous learning and upskilling to support growth and retention.

Key strategies for *FUTURE* managers

- 1. Developing Leadership** – Doing the RIGHT Thing: Leaders set an example by modelling integrity and fairness.
- 2. Driving Change** – Addressing Issues: Managers lead necessary changes that align with goals.
- 3. Reshaping Culture** – Who Are You?!: Managers shape culture by promoting values that engage employees.
- 4. Dividing to Rule** – Delegation: Delegating tasks empowers employees and allows managers to focus on bigger goals.



Key strategies for FUTURE managers

5. **Making Use of Talent:** Managers leverage team strengths to boost performance.
6. **Keeping the Edge:** Managers stay updated and innovate to stay competitive.
7. **Making Teamwork Work:** Trust, aligned goals, and communication build strong teams.
8. **Achieving Quality:** Striving for excellence ensures success and customer satisfaction.



I look forward to seeing you next week.

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

scott.james@uwtsd.ac.uk