

BMTP4004

Managing Tourism, Leisure & Events Organisations

Organisational Structure, Design &
Accountability

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

The Assignments

- Assessment 1: Individual assignment on leadership and change
- Assessment 2: Group case study on culture, leadership and management

You will be supported step-by-step for both.

Assignment 1

- **Friday 27th March 23:59PM**
- **REPORT:** Choose a leader in the tourism, leisure, or events sector (this will be discussed in class and must be agreed by your tutor so that all students choose a different leader). Evaluate how this leader has dealt or could deal with changes in the industry. Focus on their leadership style, decisions, and how they have impacted the people and culture within the organisation. Explore how these actions can help the sector perform better during times of change.

Assignment 2

- **Wednesday 13th May 23:59PM**
- **Round Table Discussion: Managing Change and Organisational Strategy in the Tourism, Leisure, and Events Sectors**
- In this assignment, you will work with your group to discuss a real-world case study about changes in an organisation related to culture, leadership, and management in the tourism and events sectors. You will look at how these changes affect the organisation and suggest ways to improve things.
- Roughly, 5 minute presentation by each member with supporting material, followed by Q&A.

RECAP ACTIVITY

(and register)

In groups, discuss:

- 1. How does culture influence behaviour?*
- 2. Can good people behave badly in the wrong culture?*
- 3. One example from tourism or events.*



Let's Review – *What is Organisational Culture?*

- 'The way things are done around here'
- Shared values, norms and expectations
- Shapes behaviour at work
- Often invisible but powerful



Aims For Today



Understand what organisational structure is.



Recognise different ways tourism and events organisations are structured.



Explain why accountability and responsibility matter in management.



Apply these ideas to real tourism and events organisations.



Accountability and Management Responsibility

Accountability means being answerable for decisions and outcomes.

In tourism and events this includes:

- Safety
- Staff
- Finances
- Customer experience

What is Organisational Structure?

Organisational structure describes:

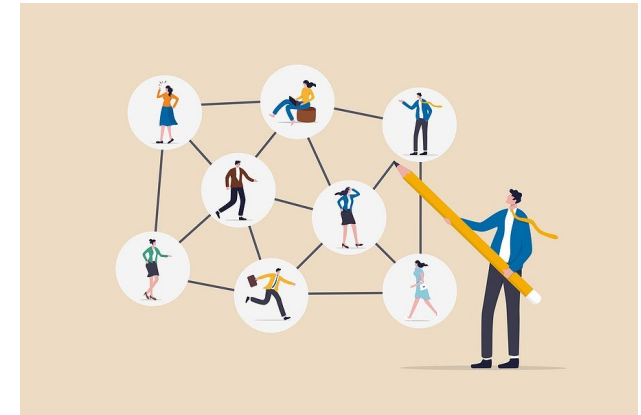
- How work is divided
- How roles are organised
- Reporting lines
- Decision-making authority



Objectives of Organisational Structure

What does 'good' organisational structure achieve?

- **Clarify Roles and Responsibilities:** Defines who does what, ensuring clear duties for everyone.
- **Ensure Efficient Communication:** Organises communication to share information effectively at all levels.
- **Improve Decision-Making:** A clear structure defines authority and decision-makers, improving the process.
- **Support Growth and Adaptability:** Allows the organisation to grow and adapt with a flexible structure.



Factors Influencing Organisational Structure Design

- **External Environment:** Economic factors, market trends, competition, regulations, and technology shape an organisation's design.
- **Organisational Strategy:** Goals like growth or innovation influence structure, with innovation needing flexibility.
- **Size of the Organisation:** Larger organisations are more complex and hierarchical, while smaller ones are more informal.
- **Employee Skills:** Skills affect training, delegation, and decision-making.



Why Structure Matters in Tourism & Events!

- Safety and risk management
- Consistent service delivery
- Legal and financial accountability
- Clear responsibility during incidents



Some theory...



Organisational Structure Theory

1. The "Machine" View (Classical)

Treats a business like a factory. It emphasizes clear chains of command, strict rules, and specialized roles. It's predictable but can be rigid.

Key concept: *Hierarchy.*

2. The "People" View (Human Relations)

Focuses on how social groups and feelings affect work. It suggests that happy, connected workers are more productive than those just following orders.

Key concept: *Motivation.*

3. The "Adaptable" View (Contingency)

Argues that the "best" structure depends on the situation. A tech startup needs to be fluid, while a nuclear power plant needs strict protocols.

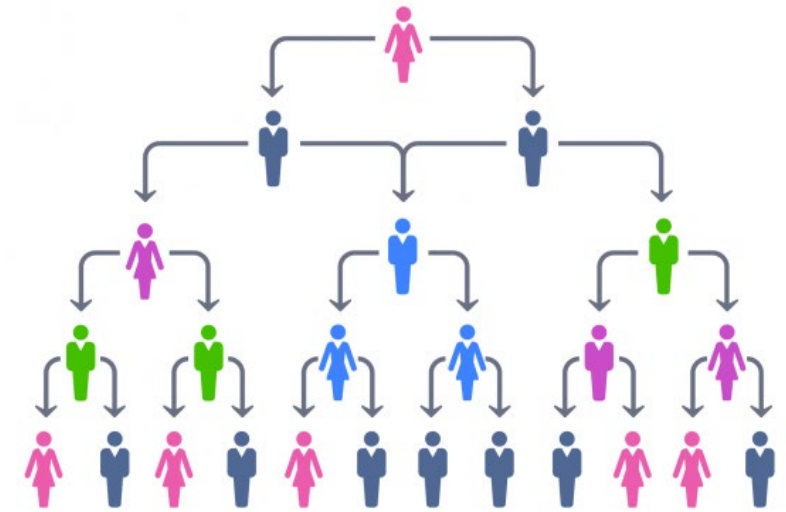
Key concept: *"It depends."*

Theory In Practice

1. Hierarchical:

The classic "pyramid." This is the physical version of the Machine View. It uses a clear top-down chain of command.

- **Clear Chain of Command:** Employees report to supervisors, who report to higher management.
- **Levels of Authority:** The structure has multiple levels, with top management at the peak.
- **Centralised Decision-Making:** Decisions are made by higher levels of the hierarchy.



Theory In Practice

1. Hierarchical:

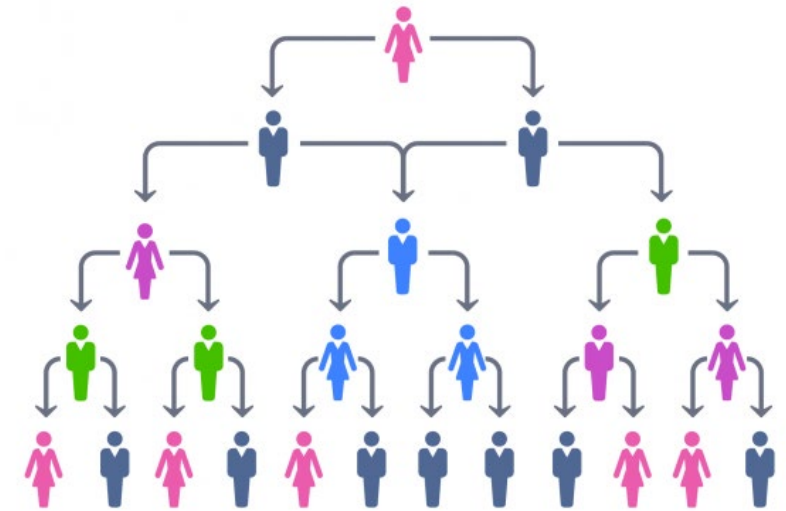
PROS =

Clear Roles: Everyone knows their position, reducing confusion.

Defined Authority: A clear chain of command improves decision-making and accountability.

Specialised Roles: Employees focus on specific tasks, boosting efficiency.

Consistency and Control: Easier to maintain control and enforce policies.



Theory In Practice

1. Hierarchical:

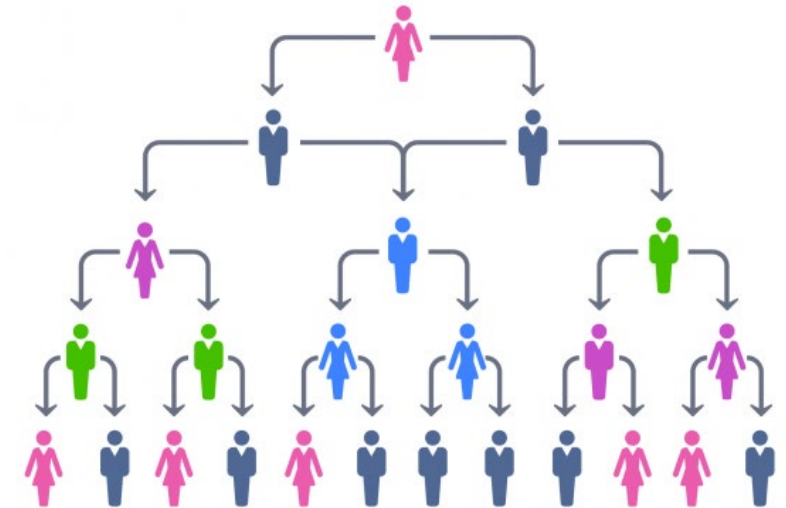
CONS =

Limited Communication: Messages may be slower due to multiple levels of authority.

Inflexibility: The structure can be rigid, making change and innovation harder.

Employee Morale: Lower-level employees may feel disconnected due to limited input.

Slow Decision-Making: Decisions can be delayed as they move up the hierarchy.



Theory In Practice

2. Flat:

Removes middle management to empower workers. This is a practical application of the People View, as it focuses on communication and autonomy.

- **Minimal Hierarchy:** Few layers of management.
- **Decentralised Decision-Making:** Employees at all levels have more autonomy to make decisions.
- **Broad Span of Control:** Managers oversee larger teams due to fewer hierarchical layers.



Theory In Practice

2. Flat:

PROS =

Faster Decision-Making: Fewer layers mean quicker decisions.

Greater Autonomy: Employees have more freedom, boosting ownership and empowerment.

Increased Communication: Communication flows more easily with fewer levels.

Cost-Effective: Fewer managers reduce costs and overhead.

Flexibility and Innovation: A flat structure encourages adaptability and creativity.



Theory In Practice

2. Flat:

CONS =

Lack of Clear Authority: Fewer management levels can create confusion over decision-making.

Limited Career Progression: Fewer management positions offer less chance for advancement.

Role Ambiguity: Broad roles can lead to unclear responsibilities and inefficiency.

Overburdened Managers: Managers may struggle with overseeing too many employees, reducing personal attention.



Theory In Practice

3. Matrix:

A mix where people report to two bosses (e.g., a Functional Manager and a Project Manager). This is the Adaptable View in action, designed to handle complex, changing environments.

- **Dual Reporting:** Employees have more than one manager.
- **Cross-Functional Teams:** Encourages collaboration across departments to achieve project goals.
- **Flexible and Dynamic:** Adaptable to changes in projects and business needs.



Theory In Practice

3. Matrix:

PROS =

- **Enhanced Collaboration:** Promotes teamwork across departments.
- **Better Resource Allocation:** Resources are shared for more efficient use of skills.
- **Improved Decision-Making:** Access to multiple managers' expertise leads to better decisions.
- **Fosters Innovation:** Diverse perspectives encourage creative solutions.



Theory In Practice

3. Matrix:

CONS =

- **Complex Reporting:** Dual reporting can cause confusion over authority and responsibilities.
- **Power Struggles:** Tension between managers can lead to unclear decision-making.
- **Resource Conflicts:** Both managers may compete for limited resources.
- **Employee Confusion:** Employees may struggle to manage multiple tasks and priorities.





BREAK – 15mins

Common T.E.L Structures

Functional structure (Machine/Hierarchical):

- People grouped by expertise: HR, marketing, operations.
- Stable and clear but can be slow to change

Project-based or Team-based structure (Adaptable):

- Groups people temporarily, matching skills to finish a specific task (e.g. events).
- Flexible and fast but can be disorganized.

Most organisations use a hybrid approach

ACTIVITY

Let's discuss: "Organisational Structure at UK Music Festivals"



Quickly – what type of structure do they operate under?

ACTIVITY

Let's discuss: "Organisational Structure at UK Music Festivals"



Large UK music festivals such as Reading & Leeds operate with a temporary, project-based structure.....

- *What do you think some of the key issues are that these organisations face?*
- *Who's accountable for these key issues?*
- *What problems might occur if management responsibility or accountability is unclear?*



ACTIVITY REVIEW

- Temporary organisations still need clear structure
- Accountability cannot be informal when risk is high
- Management responsibility does not disappear in fast-moving environments
- Structure directly affects safety, performance and experience

Organisational Structure Quiz

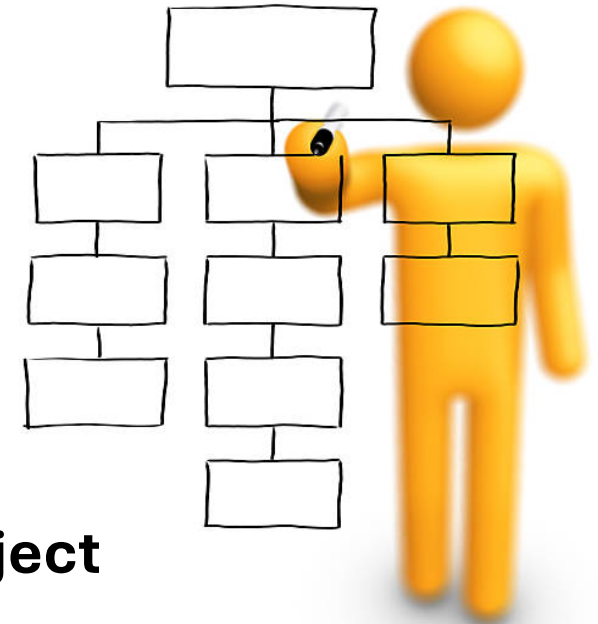
- Few or no levels of middle management between staff and executives.
- Employees report to both functional managers and project managers.
- Emphasises teamwork and collaboration; departments are based on specific projects or goals.
- Traditional structure with multiple levels of management, clearly defined roles, and a clear chain of command.

Flat

Matrix

Team/Project Based

Hierarchical





Any questions?

HOMework:

Further Reading:-

- Mullins, L.J. and Rees, G. (2023). Management and Organisational Behaviour (13th Ed). Harlow: Pearson Education Limited

Next week:

Teams & Ethics

- Groups vs teams
- Managing temporary teams
- Ethics in tourism work

Prep reading:

- *Mullins – Teams and group behaviour*
- *CIPD guidance on managing teams*

Thank you!

I look forward to seeing you next week, if you have any questions in the meantime please send me an email...

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...(from your student email account ALWAYS!).

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