

# MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Student's name Mohammad Belal Ahmed

Student's ID: 2013120

Module ID: BMIH5004

Lecturer name: Robyn Griffith

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## Introduction

In a business organisation management and organisational behavior, both play a significant role, to begin with. Both management and organisational behavior are interconnected with all the factors and business activities. Management influences every single business activity such as production, marketing, accounting, and human resource. For doing better, a business organisation has to consider its management department very carefully (Barney, 1991). Organisational behavior sets by the organisational objectives and organisational goals. The organisational goal for a business organisation has to be very precise and well established from the very beginning and has to be practiced by the employees of the organisation properly. In this report, we are going to discuss the management and organisational behavior of Hilton Hotel Group and its influence on other organisational activities.

## Analysing the relationship between structure, culture, people, and organisational performance

Organisational performance depends on so many things among them structure, culture, and people of the organisation are significant. The organisational structure covers the idea of the organisation in which the organisation is operating its business in active markets. The organisational structure has to be very precise for the organisation to be more effective in the operating market and to gain more revenue and profit from the market by attracting more customers to the product or service that the organisation is providing to achieve organisational goals and objectives. The organisational goal of the Hilton Hotel Group is to maintain its product and service quality around the world and increasing its customer satisfaction level through every service (Hilton Hotel Group, 2020).



Hilton Hotel Group is operating in more than 94 countries right now and all of their hotels and resorts are highly rated and especially for the upper class of people. They are ensuring that their organisational structure focuses on their targeted customer base and hence it will increase the product and service quality of the organisation. The business structure of Hilton Hotel Group is a divisional type of structure and they have different categories in their service and including luxury, upper upscale, upscale, upper midscale, and midscale. These categories help to segregate the customer base for the hotel. A business organisation has to be very well established and organisationally well-structured to increase its customer level and Hilton Hotels is doing that by implementing a proper organisational structure. The organisational structure of a business organisation is defined by its business activities and the jobs that they are doing daily. Hilton Hotel Group is operating its business activities by implementing the right business strategy and policy in the market (Hilton Hotel Group, 2020).

Hilton Hotel Group is also well renowned for its employment facilities. From the very beginning, Hilton Hotel Group tries to appoint an efficient and potential group of people to increase the organisational growth and development possibilities. In that path of recruitment, Hilton Hotel Group follows a strict procedure that helps them to select and appoint the best group of people among many. Employees of the Hilton Hotel Group are well trained. Hilton Hotel Group believes that the organisational performance is because the employees are doing all jobs in the field and employees are the ones who are contacting with the customers daily.



Employees of the Hilton Hotel Group deal with the guests very cordially so that they can feel at home at the hotel and resorts. This business strategy and employee culture have influenced the

business of Hilton Hotel Group by a great margin. Employees of the Hilton Hotel Group go through a detailed procedure and training process that helps them to treat guests properly. Employees' impact on the organisational performance is being evaluated by Hilton Hotel Group and they act accordingly to emphasize the positive impact by implementing proper employee structure in their organisation,

Organisational culture has an impact on employee satisfaction, customer satisfaction, and gaining organisational performance (J Gido, 2014). Organisational culture can be different types and a business organisation can choose among them to run the business successfully. Organisational culture includes adhocracy culture such as dynamics and entrepreneurial create culture; clan culture that includes friendly collaboration culture, and people-oriented culture; hierarchy culture and market culture that includes result oriented and competitive culture. Hilton Hotel Group has had a definite hierarchy and market culture from the very beginning of the business. They are following people-oriented culture and for that customer satisfaction is the highest priority for the Hilton Hotel Group.

So it is clear that there is a definite relationship between organisational structure and organisational performance. Employees and the culture of the organisation are also significant for organisational performance. If a business organisation wants to increase its revenue and organisational growth then they have to focus on the organisational structure, employees, and culture of the organisation. Hilton Hotel Group is very concerned about its organisational structure, culture, and employees.

## Discussing the nature of managerial work in the role of leadership

In a business, organisation management plays one of the most significant roles in every business function and process. Business function and processes are significant for ensuring that management is on the spot. Hilton Hotel Group follows maintenance managers in different steps and they have different kinds of functions in the organisational context. In the context of business function, managerial work has various responsibilities. Hilton Hotel Group's management does their function properly and that includes:

**Planning:** Management team of Hilton Hotel Group is responsible for planning and that includes business planning, strategy planning, and marketing planning of the organisation. Before expanding their hotel or resorts, Hilton Hotel Group's management team plans for the new hotel or resort and analyses different aspects of it (Klerk, 2006).

**Organising:** A manager at any level is responsible for organising the work for the betterment of the organisation. For any event and project manager helps to organise all the things that are necessary for the project and can help to increase the organisational profitability.

**Staffing:** The manager of a business organisation is well aware of every employee's skill and ability to finish a job. In the staffing section, a manager is responsible for recruiting the right employees for the job that he has been assigned. In the Staffing section, managerial expertise is needed to recruit the right person for the right job and that can increase the project's success possibility. If the manager fails to recruit the right person for the event or job then the whole project will fail to recuse the lack of expert people. So in the staffing section, all the managers have to be very aware.

**Directing:** A good manager has to be a good director and that is one of the main functions of a manager. A manager has to look after all the work and if any of the function is not working properly then the manager will solve the problem.

**Managerial work and leadership:** Managerial work and leadership are very connected with each other. If a manager can hold leadership qualities then he will be able to become a successful manager. In a manager, there has to be some sort of leadership role to maintain all the employees

of the team. Managers have to guide all the employees properly and have to ensure that all the employees are motivated to work tirelessly to achieve the organisational goal and objectives.

### **Effective management and leadership determining variables**

Management is one of the main skills that should be created. Management is the central branch of any association as it assists with getting authoritative achievement and accomplishments. An individual should foster the skill of management and comprehend the hierarchical setting by executing management skills completely. There are legitimate advances, and techniques to foster management skills. An effective management framework has many advances like preparation, putting together, driving, and controlling (Olender, 2007). These means assume compulsory parts in making the management division more grounded. These capacities must be executed appropriately to foster it and the skill of management should be created by an individual to work on self-improvement and development. Leadership is a significant skill as it assists with working more and increment inspiration among individuals. This skill should be created to grasp propelling and supporting individuals. This is extremely important to skillfully lead the association. A decent leadership job can assist an association with making more progress and accomplishments for the businesses as well as workers. Leadership assumes a fundamental part in sorting out the working environment in a decent climate. This is a piece of self-awareness and development that improves an individual's skills all the more effectively.

In Hilton Hotel Group both management and leadership qualities are monitored closely to improve them. Managers at the Hilton Hotel Group hold leadership qualities. The variable that determines the effective leadership and management are given below:

**Innovative:** A person has to be innovative and have to have the mindset of thinking outside the box. This quality can influence effective management and leadership quality.

**Self-confidence:** A person has to be very confident about the decision that he is making and have to hold the knowledge and nerve to decide in critical situations.

**Visionary:** A leader or Manager have to maintain the vision to make positive changes in the organisation.

## Organisational strategic decisions and their current business performance

Hilton Hotel Group has changed its strategic business policy to maximize its business performance and also increase the profit margin of the organisation. The organisational strategy involves different kinds of activities such as analysis, decision making, and implementation. For any strategic change, one company has to go through these processes. First, the company has to analyse the current policy and strategy thoroughly to understand its limitation and strong points. Experience from the current situation has a great impact on the decision-making process for the next strategic step (Sen, 2010). After the decision-making organisation has to implement the new decision at all levels of organisational activities and functions.



Hilton Hotel Group is now trying to expand its business territory in developing countries where they have already a market value. For implementing this decision they are now selecting the best possible region or country to expand their business activities. This process is not that simple, to begin with. First Hilton Hotel Group has to visit the place and has to acquire the land to make a

hotel or resort that is to the standard of Hilton Hotel Group. Hilton Hotel Group is now following a new kind of organisational culture to increase its brand value. Hilton Hotel Group has become the second most favorable place to work in the world ranking. That is a huge improvement for the organisation.

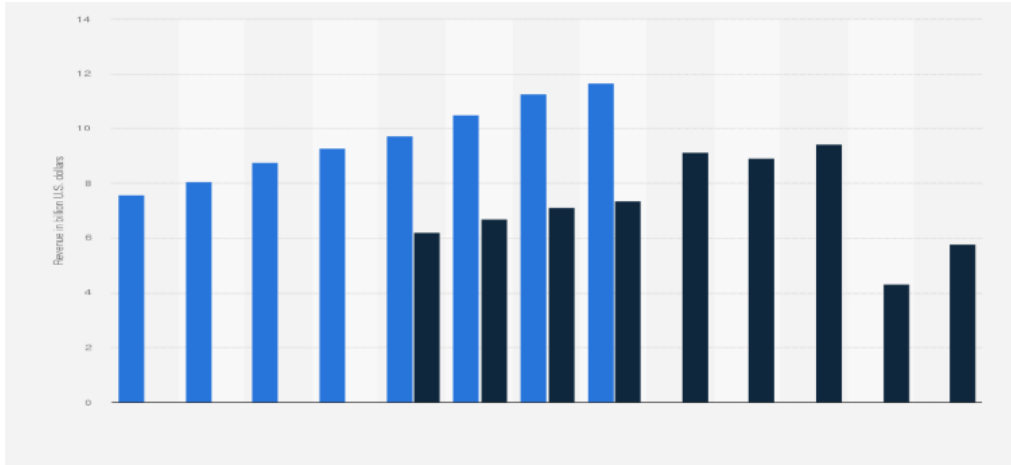
Hilton Hotel Group is now following different kinds of the process such as increasing employee's salaries, increasing the total amount of leave, and providing maternal leave. These factor has helped to become the number 2 most likely place as an organisation for employees (Schwalbe, 2009). With this practice, they are gaining employee satisfaction by a huge margin.

### **Current business performance**

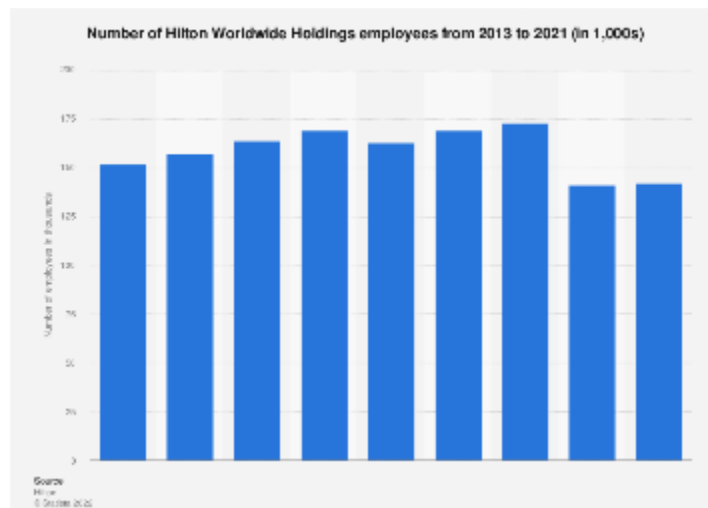
Hilton Hotel Group is now increasing its business by increasing its hotel room number. From the below graph it is clear that every year since 2009 they have continuously increased hotel room numbers and that is a good performance indicator for Hilton Hotel Group (Hilton Hotel Group, 2020).



According to the statistics for 2021, the total worldwide revenue of Hilton Hotel Group has increased in the first and second quarters but it has decreased significantly in the 3<sup>rd</sup> and 4<sup>th</sup> quarters (Hilton Hotel Group, 2020).



Due to the COVID-19 situation, Hilton Hotel Group had to reduce the employee number because most of their hotels and resorts were closed due to government restrictions. In the last quarter of 2021, Hilton Hotel Group reduced the employee number worldwide (Hilton Hotel Group, 2020).



## Conclusion

Management and organisational performance for a business organisation can play a positive role if all the factors of management and leadership are being followed properly. Management and organisational performance have to maintain all the necessary processes and functions properly to gain more revenue from the market by doing business. Through the change strategic decision a business organisation can change its position in the market. A business organisation has to evaluate its current business policy and strategic position first to move business function to another strategic policy. This shift has to be smooth so that it will not cause any hamper to the organisational activity or function on a large scale.

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