

Management and Organisational Behaviour

Organisational Culture & Strategic Management

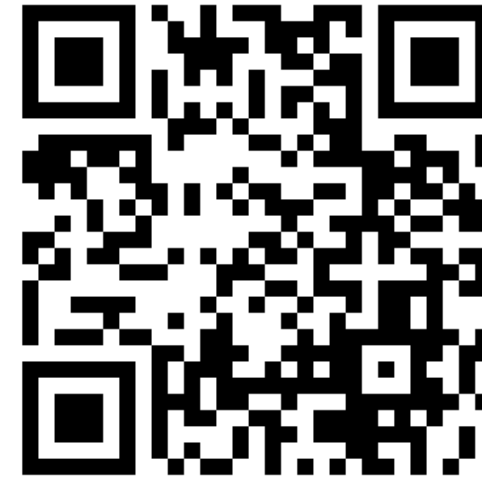
Last week



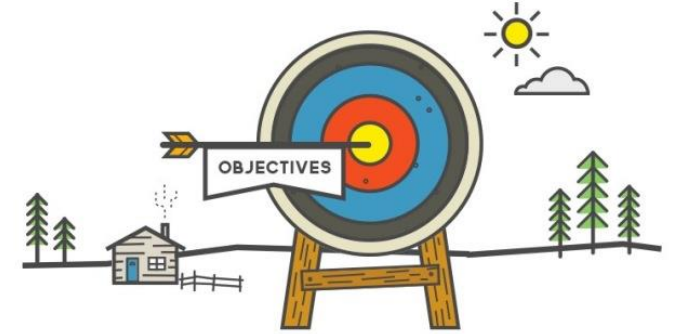
What did we discuss last week?

wordwall.net/resource/62114537

- Types of Organisational structures
- Centralised vs Decentralised organisations
- The concept of an 'inverted organisation'



Today's objectives



- Assignment 2 full introduction
- To define and analyse culture, notably organisational culture
- To assess the importance of organisational culture in relation to overall performance
- Strategic Management

Assignment 2 – Report – 2000 words

Submission deadline:	8th November 2024 , 23:59	Return date of provisional marks & written feedback:	06th December 2024, 23:59
Draft work Deadline :	1st November 2024, 23:59		

Assignment 2 – Organisational Report

Produce a report of 2000 words.

Select and research one of the following hotel groups as a case study:

Hyatt Hotels Corporation	Wyndam Hotel & Resorts
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Assignment 2: Organisational Report

With reference to relevant theories, assess, analyse and critically evaluate your chosen organisation, at both corporate and individual hotel level.

Report Structure and Content:

Introduction:

- Provide an overview of your chosen hotel group.
- State the aim of your report and the key topics you will cover.

Assignment 2: Organisational Report

Organisation Structure, Culture, and Goals:

- Assess and analyse the organisation's structure.
- Evaluate the corporate culture and how it influences operations.
- Discuss the goals of the organisation at both corporate and individual unit levels.

Recent Change Initiatives:

- Identify recent change initiatives undertaken by the organisation.
- Analyse the impact of these initiatives on the organisation.
- Evaluate how well these changes were managed.

Strategic Direction:

- Examine the strategic direction of the organisation.
- Analyse the strategies implemented to achieve their long-term objectives.

Assignment 2: Organisational Report

Points for Consideration:

- **Evidence-Based Analysis:** Use evidence from your research to support your analysis. Ensure your sources are up-to-date and relevant.
- **Theoretical Frameworks:** Reference relevant management and organisational behaviour theories throughout your report.
- **Topic Order:** You may choose the order in which you discuss the key topics. However, be mindful that not all lectures or tutorials may have covered every topic when you begin. Refer to the module outline for guidance and plan accordingly.

Assignment 2: Organisational Report

All writing should be academic style, formal, focused, concise and subject specific. It should use a font of Arial 12 point and be 1.5 spaced. A minimum of 20 references are required. All graphs, charts, and figures in the main body must be clearly referenced.

Students should remember that when writing a professional standard business report, you should look to make direct and relevant comparisons with competitors within the market and include recommendations.

Typical report structure:

- Title/ Cover page
- Executive Summary (*not included in word count*)
- Content table (*not included in word count*)
- Introduction
- Main body (*with all the individual subheadings*)
- Conclusion
- Reference list

How to write a Report?

- It is essential that you plan your report before you start writing it!
- Remember to decide on:
 - Definition of the aim
 - How your ideas and findings will be presented
 - How you will structure the document.

Report Front Page



- Report title: Organisational Report
- Your name
- Student number
- Name of the recipients of the report (lecturer)
- Date of the report (submission date)
- Module code & module name



Executive summary

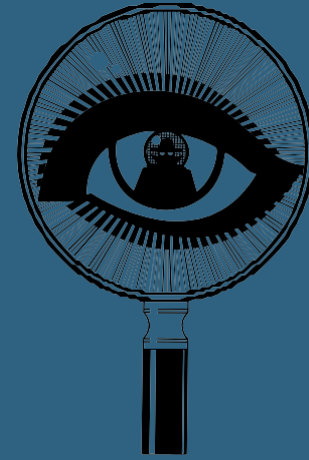
- A short summary of the whole report in a few paragraphs.
- Give the reader a basic understanding of the whole report, including its conclusions.
- Imagine that the person reading this has just a few minutes to read the report before an important meeting.
- This section should give them all the key information they need.
- Although this section is placed at the beginning of the report, it is recommended that you write it **last**.

Table of contents



- Acts as an ‘at a glance’ view of content and where information is located
- List all section headings, heading numbers and the page number on which each item features
- Microsoft Word can do some of this for you
- List graphics - charts/diagrams

Being Critical

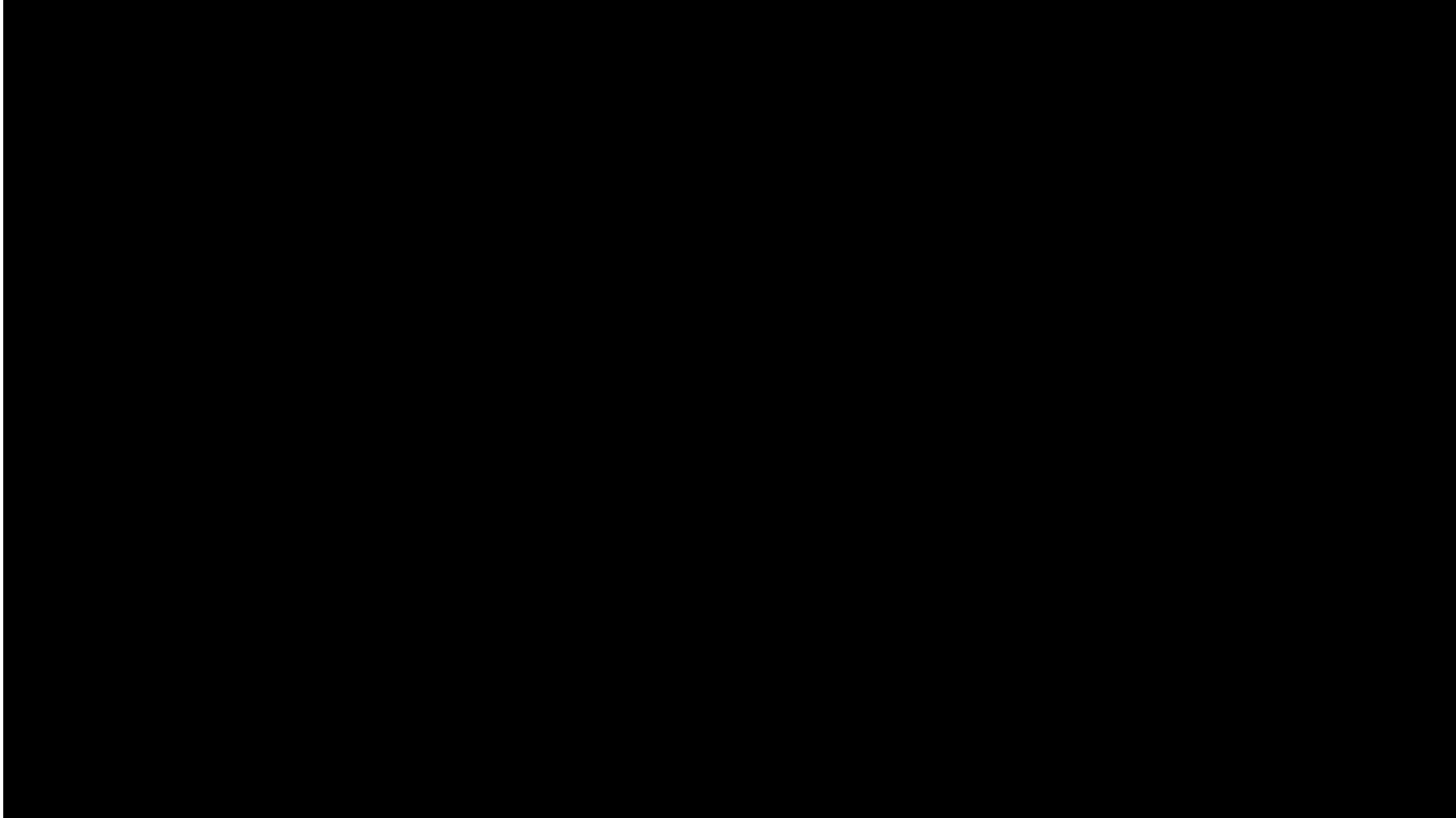


- Analysis - not description
- Evidence of thought and reflection
- Arguments supported by evidence
- Discussion of issues and ideas - not just a reporting of facts
- An understanding of why the topic is significant and interesting
- An attempt to relate the topic to broader issues
 - to see the bigger picture

CRITICAL ANALYSIS

- **Back up** criticisms and evaluation with evidence
- **Make** your own biases, assumptions and stance clear
- **Make** any biases, assumptions or stances by others clear -
‘X states that...
Y, however, argues against that idea....’ ‘
X appears to assume that...
Y, on the other hand, puts forward another point of view....’
- **Be concise** - avoid long-winded explanations
- **Be relevant** - don’t go off on a tangent; make sure criticisms and evaluation are relevant to your purpose

Analysis vs Description





Any Questions



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Group Discussion

What does the term
'culture' mean to
you?

Group Discussion

What is
organisational
culture?

Organisational culture: definitions

‘The collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organisation.’ (McLean and Marshall, 1993)

The collective self-image and **style** of the organisation; its **shared values and beliefs, norms and symbols**

Definitions continued...

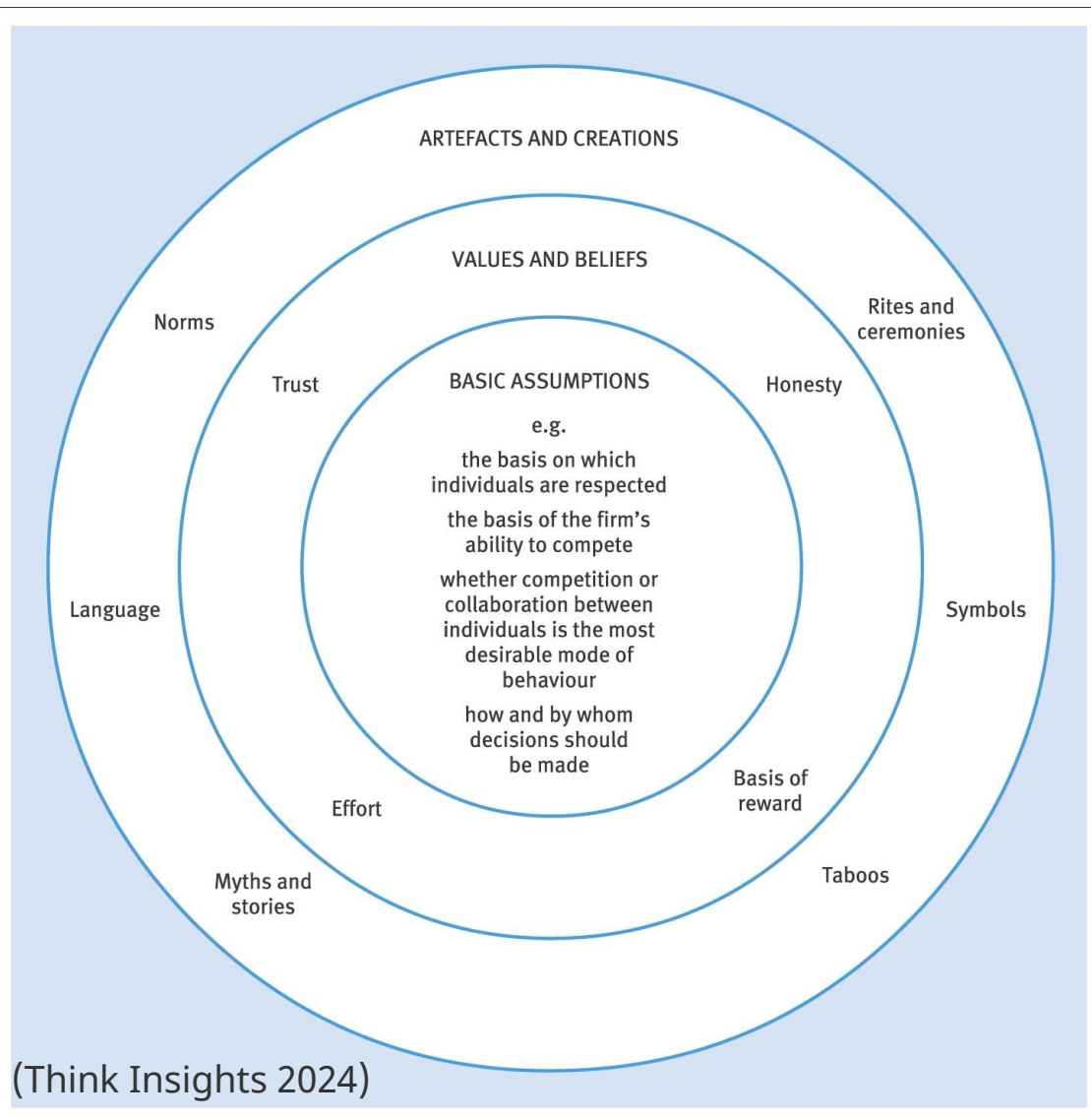
Organisational culture is often coined at “the way we do things around here” (CIPD, 2023) and (Handy, 2007)

it is a collection of practices, expectations and values that inform and guide team members. Some people think of it in terms of the company's personality and character that makes the workplace what it is.
(Woffindin, 2023)

Levels of culture: Schein

Shallow to **deep** as follows:

1. **Artefacts:** physical space and layout, technological output, written and spoken language, overt behaviour of group members
2. **Espoused values:** beliefs which become part of the conceptual process by which groups members justify actions and behaviour
3. **Basic underlying assumptions:** unconsciously held learned responses – the essence/core



Have you heard of the Monkey ladder experiment?

So, do you think behaviour is influenced by culture?

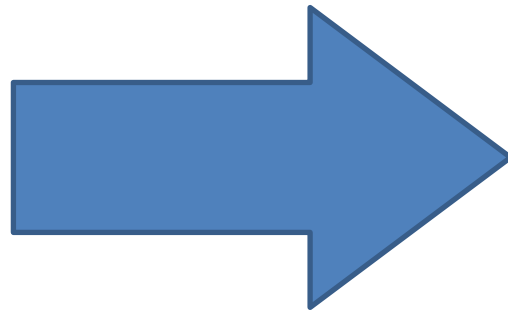


The organisation's 'personality'

'That's the way we do things around here.'

(Handy, 2007)

Culture



Behaviour

Example – Organisational Culture at Google



Why is culture important?

Culture shapes behaviour

- Friendly or Aggressive
- Proactive or Passive
- Concerned or Not Bothered
- Teamworker or Solo Player
- Rule Follower or Rule Breaker.

Positive aspects of culture

When accepted by employees, culture increases the **authority of management** because:

- Employees identify with the organisation
- They internalise the organisation's values
- They are motivated to achieve organisational objectives

(Cartwright 1999)

Therefore....

- Values, beliefs and assumptions influence behaviour
- Culture guides actions but only when strong and unchallenged
- Some company cultures are better than others
- If values, beliefs and attitudes can be learned they can also be changed

Culture as a Liability

- **Barrier to Change**
 - Culture is slow to change – even in a dynamic environment
- **Barrier to Diversity**
 - Culture seeks to minimise diversity
 - Can embed prevalent bias and prejudice
- **Barrier to Acquisitions and Mergers**
 - Most mergers fail due to cultural incompatibility

Types of organisational culture

Group Activity:

You have 20 minutes to find out about one following types of organisational culture:

- *Clan Culture*
- *Market Culture*
- *Adhocracy Culture*
- *Hierarchy Culture*

Be prepared to share your answers with the class

Clan Culture:

- Inward focused
- A large emphasis on interpersonal relationships
- Aim = “one big family”
- Often representative of smaller, start up businesses

Adhocracy culture:

- Focuses on innovation and initiative
- Showing the readiness to take risks
- “Learn from your mistakes”
- Often representative of tech companies

Market Culture:

- Most ‘aggressive’ type of culture
- Driven by targets and deadlines
- Focuses on stability and clear functions
- Always wanting to stay one step ahead of competitors

Hierarchy culture:

- An established chain of command
- A traditional view of a corporate structure
- Aims for steady growth through small changes



Handy's Model of Organisational Culture

A Level / IB Business

Hosted by Jim Riley

(Riley, 2018)

Handy's 4 types of culture:

Person – The individual is the central focus.

Found amongst artists, performers, barristers, architects.

Power – Power radiates out from the centre like a spider's web. Control.

Found in small entrepreneurial companies, family dominated companies

Role – Found in bureaucracies.

The main emphasis is on compliance with rules and procedures.

Task – The emphasis is on completing the job or project.

Found in organisations which require teamwork, flexibility and speed, such as events agencies.

Main cultures in the UK = Role and Task

Handy (1986)



Group Discussion:

What can influence
the 'type of culture' an
organisation has?

Influences on the development of culture

- History
- Primary function and technology
- Strategy
- Size
- Location
- Management and staffing
- The environment
- BUDGET

Culture vs performance

'Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies.'

(Peters, 1984)

'There is nothing accidental about cultural strengths.. There is a relationship between an organisation's culture and its performance.'

Organisations that focus on culture create not only a positive work environment but are also setting themselves up for long-term financial success (Khan, 2022)

Some organisations think its solely a HR responsibility

Others think culture 'just happens'

But it stems from consistent beliefs, attitudes and behaviours

Managerial tools

To be suitable, a culture must be:

- Strategically relevant
- Strong enough for people to care
- Able to adapt to changing circumstances

Managerial tools to develop culture include:

- Recruitment and selection
- Social tools and training
- Reward systems

Three perspectives on culture

- **Optimists** – culture can be changed, e.g. Peters and Waterman (1982).
- **Pessimist** – culture cannot be changed, e.g. Hatch (1997)
- **Realists** – parts of culture can be changed, e.g. Meek (1988).

Ogbonna and Harris (2006)

Group Discussion:

How could an
organisation change
its culture?

Dobson's guide to changing culture

Step 1

Change recruitment, selection and redundancy policies to alter the composition of the workforce so that promotion and employment prospects are dependent on those concerned possessing or displaying the beliefs and values the organisation wishes to promote.

Step 2

Reorganise the workforce to ensure that those employees and managers displaying the required traits occupy positions of influence.

(Dobson, Williams and Walters 1996)

Dobson's guide to changing culture - Continued

Step 3

Effectively communicate the new values. This is done using a variety of methods such as one-to-one interviews, briefing groups, quality circles, house journals, etc. However, the example of senior managers exhibiting the new beliefs and values is seen as particularly important

Step 4

Change systems, procedures and personnel policies, especially those concerned with rewards and appraisal.#

(Dobson, Williams and Walters 1996)

Guidelines for changing culture

1. Formulate a clear strategic vision.
2. Display top-management commitment.
3. Model culture change at the highest level.
4. Modify the organisation to support organisational changes
5. Select and socialise newcomers and terminate deviants.
6. Develop ethical and legal sensitivity.

(Cummings and Worley, 2008)

Don't change culture but changing the Culture



(Trost, 2019)

Culture: Conclusions

- No clear agreement about the nature or the flexibility of culture.
- Managers must make choices based on their own circumstances and perceived options.
- Without strong or appropriate cultures, managers may find it difficult to agree among themselves or gain compliance from others.
- In such situations, there is a tendency for conflict and power battles to occur.

BREAK TIME

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

Strategic Management

Group Discussion

What does the term
'strategy' mean?

What is strategy?

- Strategy entails futuristic thinking and developing a course of action to meet goals and objectives
- A strategy should be able to define and address the following:
 - Our current position (where are we now?)
 - Our intended future position (where do we want to go?)
 - Our growth from the current position to the future position (how do we get there?)

Group Discussion

So....
What is strategic
management?

THE STRATEGIC MANAGEMENT FRAMEWORK



Elements of Strategy

Strategy is concerned with:

- Determining long term goals and objectives;
- Adopting courses of action to achieve the goals and objectives;
- Allocating resources to the courses of action so that the actions can be successful .

Definitions

“Strategic management involves the management of an organisation’s resources to achieve its goals and objectives”
(Kenton, 2023)

“Strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities within an organisation to meets its goals” (Tucci, 2022)

Strategy in Practice

Mintzberg's 5 Ps

Mintzberg suggested the word 'strategy' can be used in several ways:

in practice a strategy can be:

- a **P**lan;
- a **P**loy;
- a **P**attern of behaviour;
- a **P**osition in respect to others;
- a **P**erspective.

What is strategic management?



Group Discussion

How does a business
decide upon its
'strategic decisions'?

Strategic Decisions

Key organisational decisions about:

- Long-term **direction**;
- The **scope** of an organisation's activities;
- Gaining **advantage** over competitors;
- Addressing changes in the **business environment**;
- Building on resources and competences (**capability**);
- Analysing each products current business performance
- **Values and expectations** of stakeholders;
- Impact on operational decisions.

Strategic direction

- A clear direction can allow for greater consistency with strategy over time
- It helps the business achieves its visions and reach its organisational goals
- Therefore, strategy should be aligned with objectives to ensure they can be accomplished
- A clear direction can also outline the required resources and benefit organisational costs (*e.g. not putting money into an area of the business that is failing*)

Types of strategic direction

Mission - Establish the company's purpose and use the mission as a guide to meet the goals.

Culture – the perceived culture within an organisation can shape the direction.

A company with strong service culture can easily look to improve its customer service and use this as their USP.

Vision – Clearly setting out what the organisation hopes to achieve in the future. This can allow the business to modify the business plan and other goals to align with the vision

Values – What are the company's fundamental beliefs and principles. This can help all involved within the organisations to work better towards a common purpose

Mission Statements vs Objectives

Task:

Conduct your own research to be able to answer the following:

1. What is the difference between a mission statement and objectives?
2. Why is it important to have a mission statement?
3. What are the main criticisms of mission statement?
4. Provide some examples of mission statements from hospitality organisations



UXtweak

Any Questions

Recap

- Assignment 2 full introduction
- Culture and organisational culture
- The importance of organisational culture in relation to overall performance
- Strategic Management

I look forward to seeing you
next week.

If you have any questions in
the meantime, please send
an email from your student
account

Reference List

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