

# Mark the hotel manager, Assignment 1

*by* Heba Alhanbali

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Mark, The Hotel Manager

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Heba Alhanbali (1914458)



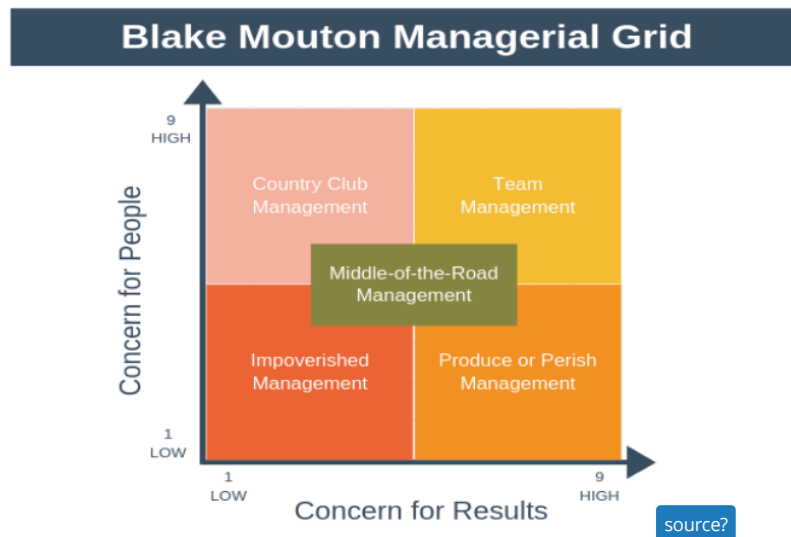
Induction: [Essay format required](#)

The requested [essay](#) is about 2 questions, the first one is regarding the Black mouton grid and where is Mark located there, the other task is about Adair's theory and the three needs and watching the Video of Mark the hotel manager and find good examples for both the leadership grid styles and Adair's theory.



#### 1. First question.

The Managerial Grid model was the brainchild of Robert R. Blake and Jane Mouton when numerous discoveries in leadership studies were taking place. After spending quality amount of time monitoring the company's leaders, they concluded that leadership styles could be portrayed on a grid and that most managers fit into one of Five broad leadership styles. Also, there are two additional styles had been added. It is a valuable tool for management to use when deciding whether to focus on everyone completing their jobs on time or the overall pleasure and feeling of connection of their workforce. (Mullins and Dossor, 2013).



First style the classification in the managerial grid includes impoverished Management, whereby Managers that take this strategy score poorly on both criteria<sup>2</sup> and put in the least amount of effort to get jobs performed from subordinates in return. Job satisfaction and deadlines are of little concern to the leader, and as a result, conflict and disarray prevail throughout the firm. When a leader's actions are solely focused on preserving their position and seniority, they are deemed ineffectual. The financially strapped managers<sup>3</sup> perform poorly on both the concern for the people and the desire for outcomes axes. When it comes to managing people, this management style ranks last on the list since the manager is unconcerned about developing processes and procedures for completing jobs quickly and on time, let alone about the general well-being and overall level of motivation of their workers. Inefficient and unfocused management of a unit or organization can result from this. A shortage of attention on productivity and job well-being can result in poor results and dissatisfied employees in the workplace.

(Mullins, 2020).

Mark in many places was ignoring his staff and their feeling especially when the party coordinator left the job and he show his happiness Infront of all his staff and that could reflect their motivation and their importance, and suddenly he shows his careless of the action plane for the wedding which could be affected and how much will reflect badly on hotel image.<sup>4</sup> develop further

Secondly is the Produce-or-perish<sup>5</sup> management style. This leadership style demonstrates a low level of concern for others, but it frequently shows a high level of focus in getting the work done. These leaders may be driven by a desire to achieve greater control and to assert their dominance over others on an ongoing

basis. Their perspective may only focus on the value of salaries and employment to push team members to accomplish their daily responsibilities. According to them, the threat of being dismissed may also serve as a powerful motivation for everybody on the team. These supervisors are also referred to as "authoritarian" or "authority-compliance" managers since they believe their team members are only a means to an end rather than the goal itself. The team's requirements are always ranked second in importance behind the team's output. Workers under the control of autocratic bosses are subjected to strict work regulations, standards, and procedures, and they feel that punishment is an effective motivator. This type of manager is referred described as a dictator in some circles. At first glance, the results of this procedure can be rather astounding.

(Mullins, 2016).



On the other hand, low team motivation levels will have a detrimental impact on people's productivity, and this sort of leader will have difficulties keeping top performers. This indicates that they are probable followers of the Theory X approach of motivation, which claims that people are naturally unmotivated and dislike their workplaces. Theory Y management refers to the leader who thinks these people are self-motivated, enjoy their jobs, and operate under this belief system.

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source?

The good example for this style when Mark assigns his deputy manager to supervise the wedding as he keeps him under big pressure ignoring his refusing to that duty, and he did not motivate the bride at all, but at the same time Mark did an extra effort to make the wedding party a successful event and that will reflect on the hotel image.

develop argument

The third style in the management grid is the Middle-of-the-road management style. In a trial to find a balance between outcomes and people, management at the Middle of a Road, often known as the "status quo," employs an approach that is not nearly as effective as it appears. Because of their ongoing compromise, they are unable to motivate their staff to achieve exceptional results and are unable to fully address their demands. They will almost certainly just put in a mediocre effort because of this decision. The CEO also does not stretch the bounds of achievement, which results in a regular performance for the company. Neither the demands of the employees nor the needs of the business are fully addressed here.

(Mullins and Dossor. 2013).

Most of the times Mark deal with his in friendly way and he let them feel more comfortable in job but at the same time he is not taking aggressive orders or changes, by that he is running soft operation, it is a middle way performance, and he is keeping the balance between his people and performance.

more needed

Fourthly is the country club management style. This style emphasizes higher ratings on the concern for people axis but lower scores on the achieving outcomes axis, as opposed to the other styles. (Business-to-you, 2020). Again, the name is derived from a concern for the needs and happiness of employees, with work completion, timeliness, and overall productivity being considered secondary considerations in the process. The disadvantage of this strategy, on the other hand, is not that it prioritizes the interests and well-being of your team, but instead that it substitutes highly personal work environments for professional and authoritative norms and standards. In the long run, this may lead in employees' failure to obey

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avoid 1st person writing

through on commitments, failing to complete jobs or projects, and even a loss of regard for their supervisors, who are described as having a "country club" mentality.

(Boddy, 2014).



<sup>6</sup> Fifth is team management style. According to the Blake Mouton model, Team Management is the most effective leadership style to use. Those who hold this position are driven by their work and committed to providing the best possible service to those who work under their supervision. (Mind Tools Content Team, 2009. Team or "sound" executives are dedicated <sup>5</sup> to their company's goals and mission, inspire people who report to them, and work relentlessly to move people to extend themselves to create outstanding results for the organization. They are also committed to their employees' well-being. While doing so, they serve as motivating personalities who watch out for their respective teams' interests. In the presence of <sup>5</sup> a Team Manager, an individual feels appreciated and encouraged, and she is committed to achieving her goals. Management of teams must strike a balance between the demands of the organization's productivity and the needs of their personnel. They achieve this by assuring their team members are aware of the company's objectives and incorporating their input into determining production needs and specifications.



(Mullins and Dossor, 2013).

When mark decide to motivate his staff by choosing the star of the month and he shows high level of care, and he did new activity to his customer with award, and this will reflect positively on people and hotel performance.

develop further

The two additional styles are the paternalistic and opportunistic style, here the managers keep changing between the styles and he is not keeping stable at any style. when Mark during the wedding he start ignoring all the success of the wedding and the people, but suddenly he starts working hard for the wedding and he start helping the staff, sometimes he shows carless and sometimes shows interest. [source?](#)

Finally, on critical evaluation of Grosvenor Hotel Torquay General Manager in terms of my identification of his management style according to Blake and Mouton model, he prefers the country club management style. As offered mentioned, the county management style is a model that is mainly concerned with employees without being considerate with output. This is evident in that he interacts well with employees can be seen laughing even to the extent of smoking with staff. This has put employees in relaxation in that the work output is diminishing. As a result, the employee performance is deficient whereby even in some areas are captured to idle with the uncompleted task. The kind of relaxation with the employee has led to poor performance of the business.

## 2. Second question.

Every organization typically has a diversified environment, including differences in culture, stereotypes, background knowledge, and the performance of each employee. Consequently, leaders and managers must implement the most effective leadership model to maximize the potential of their staff. ("Action-Centred Leadership (John Adair), n.d."). A great leadership model established by John Adair is Action-Centered Leadership, which is very useful in teams with a lot of diversity. In the words of Denis (2011), <sup>15</sup> The model is broken down into three parts: completing

the task, sustaining the team, and attending to the person's needs. Since each element overlaps, managers must strike a balance between all the fundamental areas to achieve the best level of customer satisfaction. (Adair, 2009)

In a similar vein, devoting effort to raising group and individual morale while neglecting the task will reduce productivity. As a result, the leader must balance the work requirements, the group, and the person. Adair also lists actions to take under each of the three topics, which will help foster good leadership.



Following Adair's theory, the three needs of the task, the team, and the individuals are the hallmarks of management. It's not uncommon for people to count

on their leaders for guidance in reaching a common goal, creating teamwork, and being responsive to individual needs.  according to?

To some extent, Mark is effective in the three critical functions of managerial Leadership on Adair's model of Action Centered Leadership. First, according to the ACL model, a leader's responsibility is to define the task. Mark as a manager, can explain the study of the Hotel and make the entire members of the organization the intended objective of the Hotel. For example, it is evident by holding a meeting with his employees stipulating the intended aim of the firm. He tells them the Hotel can be a top wedding venue, and they need to work towards that objective. Additionally, he can launch a project himself that is the party a clear indication he understands the tasks of the Hotel and goes ahead of spearheading the charge by launching and making it known to employees.  13  14

Secondly, is Mark being very vibrant in the team; therefore, he can be referred to as a team leader. A team leader oversees motivating, monitoring, and supervising a group of employees for achieving goals that are beneficial to the organization's growth. Creating a climate that supports positive communication, stimulates the bonding of team members, and shows flexibility are all ways in which team leaders can inspire and motivate their team. Team leaders can only be successful and effective if they are well-prepared and well-organized. If you're responsible for the interests of a significant number of employees, managing administrative and operational tasks can be time-consuming. Educating your team on tight processes will not repeat your burden, and time-management strategies will be the most beneficial.  15  16

In addition, team members oversee training team members, strategizing, and reviewing performance toward aims and priorities, among other responsibilities. The ability to communicate effectively, problem-solve effectively, organize effectively, and delegate efficaciously is all vital abilities for effective leaders. Frequently, team captains are promoted to managerial roles and eventually to senior management roles.

better

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?

As example here when the staff in the had low performance, Mark started training him how to deal with customer, and how to deal with staff, it was good example for quick reaction and good training, overall, when mark with staff had by hand it is a kind of motivation as well specially in main events.

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Moreover, marks can Understand the staff members as individuals, including their personalities, abilities, strengths, needs, aspirations, and anxieties. Individuals need assistance and support with their plans, difficulties, challenges, peaks, and valleys. Individual roles and objectives should be identified and agreed upon by all parties. Recognition and appreciation should be given to individuals to recognize their efforts and good work. (Chapman, 2012). Individuals should be rewarded with additional responsibilities, progress, and status when it is suitable. Find out what each person's qualities and strengths are and help them develop and use them. Individual team members must be trained and developed. Personal independence and authority should be set. This is evident when we see him negotiating with his employees' discussing matters about the Hotel. Additionally, he is on laughter most of the time when talking with the employees, meaning he is in a good relationship with employees and recognizes their personalities.

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His leadership is spearheaded with a good leadership style of not being authority but a leader who can work together with the employees, even hanging out with them on a wedding day featured in the documentary. Also is a person who is concerned about the welfare of the employee. <sup>11</sup> ("The Worst Hotel in Torquay (The Hotel) | Full Documentary | Reel Truth, n.d."). This is evident when the venue was booked twice; he does not blame the employee in front of the client but responds that he will handle the matter regardless of him knowing the manager. Also, Phillips's resignation letter asks whether there is an issue showing great concern before being notified. Also, staff smoking in his vicinity is an excellent proof that he has a concerned personality and welfare; therefore, it is a practical application of action-centered leadership.

Mark individually doing good job as he keeps presenting most of the time and spending long hours everywhere to ensure that all in place, many managers stay in their offices most of the time busy in paperwork, but Mark was very active on the floor, as individual deal with staff when Mark promoted the head chef, and he gave her chance to choose the food menu.

In conclusion, 'Task, team, and individual,' according to Adair's theory: (Connor, 2018). people look to their leaders <sup>20</sup> to assist them in accomplishing a common task, fostering group synergy, and responding to the specific needs of those under their supervision.

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Harvard rules

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# Mark the hotel manager, Assignment 1

## ORIGINALITY REPORT

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# Mark the hotel manager, Assignment 1

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## GRADEMARK REPORT

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FINAL GRADE

51 /100

GENERAL COMMENTS

**Instructor**

**Assignment 1 Feedback Summary:**

**Heba Alhanbali**

**Common Assessment Criteria Applied**

**1. Engagement with Literature Skills      5/10**

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

Use of some relevant academic sources, Mullins was present but other non-academic sources were included for theory. Harvard rules are applied inconsistently - you need to greatly improve the frequency of your use of in-text citations.

**2. Knowledge and Understanding Skills      10/20**

(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 grasp of aspects of both models, but do not always show that you properly understand some of the components(see comments). Improve your coverage to demonstrate this more clearly.

### **3. Cognitive and Intellectual Skills      16/30**

(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 (see comments).

### **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 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 – this is an essay. You do tend to offer quite a lot

of generalised material unrelated to the case itself.

The conclusion could have summed up the evidence from each model used more directly, and you don't mention Mark which is a strange omission given the tasks set.

**Mark 51/100**

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

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PAGE 1

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PAGE 2

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QM

**Essay format required**

Essay format specified so no headings/sub-headings.

Turn the task into your introduction - this essay will.....



### Comment 1

precis the tasks more precisely at the outset to be clear about what will follow



### source?

cite source

PAGE 3

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### Comment 2

being what?



### Comment 3

who?



### Comment 4

plan



### develop further

develop this further



### Comment 5

impoverished?

PAGE 4

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### Comment 6

you need to relate this to Mark with examples as the task requires



### Comment 7

ok but take care not to broaden too much here - you're not asked about this



### source?

cite source



### develop argument

develop this argument

PAGE 5

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QM

### more needed

more needed here

#### ***Additional Comment***

he appears quite directive/authoritarian at times also? balance your argument



### Comment 8

source theory from academic texts

QM

### avoid 1st person writing

write in 3rd not 1st person

#### ***Additional Comment***

the team.....

PAGE 6

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### Comment 9

no discussion of Mark here/case examples - if he doesn't do this why mention it? the task is specific



### Comment 10

avoid citing general websites for theory - guidance was given on this in advance



### Comment 11

this is large block of unapplied theory - you need to relate it more to Mark's performance as GM

QM

### develop further

develop this further

#### ***Additional Comment***

greater discussion needed

PAGE 7

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QM

### source?

cite source



### Comment 12

some employees?

PAGE 8

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**source?**  
cite source

PAGE 9

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**according to?**  
according to?



**Comment 13**

defining the tasks?



**Comment 14**

what else is in Adair's task circle?



**Comment 15**

explain term



**Comment 16**

too general here - be clear what's in the team maintenance circle and discuss whether Mark matches up to this

PAGE 10

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**better**  
better



**Comment 17**

but what about Mark?



**?**  
?



**Comment 18**

define the individual needs circle more clearly here before you apply it



**Comment 19**

this isn't really what the third circle is about

PAGE 11

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## Comment 20

what about Mark? he's the subject here

PAGE 12

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QM

## Harvard rules

review Harvard referencing conventions



## Comment 21

all the same source?

PAGE 13

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QM

## academic sources

academic sources are needed

QM

## relevance?

ok but relevance to task?

PAGE 14

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