

UNIVERSITY OF WALES TRINITY SAINT DAVID

BA (HONS) IN BUSINESS MANAGEMENT, Level 6, Term 2

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**LEADERSHIP AND MANAGEMENT: THEORY AND PRACTICE
(LCBB6003)**

Assessment 1

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Introduction

Leadership is the practice where one person influences other people to attain a given goal. Also, one guides the cluster more articulately and cohesively. Leaders can be effective in different ways and can positively influence those working with them (MSG, 2022, 1). A person termed an operative frontrunner in an area may not be so operative in an alternative field. Consequently, different leadership styles, models, and theories exist rooted in the various fields of work. The leader should choose the right model and style for the area to be effective (Nayar, 2013). This paper will analyse various leadership and management models and theories and apply them to the leadership of the Marriott Hotel. Furthermore, the paper will review the author's own experience of leadership and areas of personal development with a development plan.

Information on Marriott Hotels

With 4,100 properties across 80 countries, Marriott hotels remain the largest hotel group globally. The group serves different clientele, including those with extended stays, leisure, and business travellers (Marriott.com, 2022, 2). The hotel enjoys high technology, with its customers able to unlock their doors using their phones in most outlets. The current strategy of the hotel is to expand and add over 5,000 hotels globally, specifically in the Middle East, Asia and Africa (Marriott, 2022, 1). In addition, the hotels have expectations of growing at a rate of 25% and above. Like other hotels, Marriott hotels experienced revenue growth until the coronavirus strike, which left the hotel industry struggling (D'heursel, 2021, 1).

Review Leadership and Management Theories and Models

A leadership model stands for the theoretical outline of the best ways to succeed as an employee. Essentially, it proposes a consistent response style to an employee and administrative needs, which is beneficial to the best (Bhattacharyya & Jha, 2018, 56). Below are the different leadership and management models and theories applicable in different organisations (Careda, 2022, 2).

Leadership and management models are grouped as below: The efficiency-founded replicas, which include numerous qualities like skills, practices, and competencies, allow the delivery of more effective leadership, which is specific to a given situation. On the other hand, value-based models are developed based on a selection of underlying values and behaviours. Applicative models are specific to an organisation and tend to coat theoretical ideologies. Finally, some purpose-based models suggest an orientation towards a specific goal or purpose. Leaders must equip themselves with the key leadership models to remain on their toes (Duggal, 2022, 2).

These theories include contingency theory, situational leadership theory, transformational theory, behavioural theory, trait theory, great man theory, and transactional theory (Future of Working, 2022, 2).

“Great Man” Model

The **"great man" philosophy** remains a daring deed, especially on individuals, and takes consideration of one's character traits and not an individual's behaviour (Ignou, 2022, 1). Normally, there is something special about the combinations of an individual's traits, qualities, and capacities that make a person a

noble leader and makes them outstanding. Businesses look for people who can inspire people to achieve a set objective. Also, the leader motivates others, backing them up throughout the process. According to some authors, leaders are born, not made, and have to do so due to their accepted aptitudes and talents (Gbolden et al., 2003).

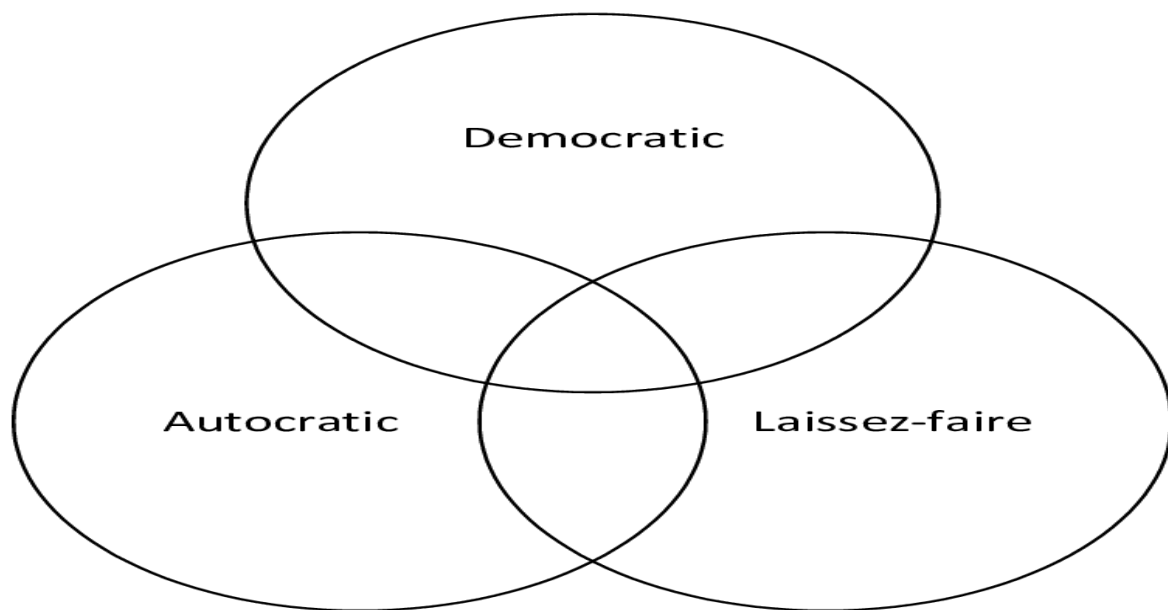


Situational Theory

Situational theory suggests that the most effective leaders are those least affected by circumstances. The frontrunner's skill at leading depends on the workplace's situational factors. Consequently, these factors have to be understood for the leaders to influence their surroundings and supporters more healthily. However, the influences are overlooked, and then the leader cannot influence the followers or the situation. The situational theory states that leaders modify their behaviour in response to group desires and develop familiarity and skills in response to such significant circumstances. (Jasmsar, 2012, 1).

Behavioural Theory

Lewin's behavioural theory argues that there are three kinds of frontrunners counting autonomous, dictatorial, and laissez-faire. Representatives seek the contribution of the entire team before building the last verdict. The responsibility for a decision and its consequences is distributed among those involved. However, autocrats make decisions alone and do not discuss them with the team (Kramer, 2019). The decision-making process is fast and useful for short-term projects with tight deadlines. "Laissez-faire" stands for how team leaders do not interfere with what the employees are doing (Khan & Khan, 2016, 55). The model is effective when the workers are inspired. Also, the workers should be able to deliver brilliant results short of supervision.



Transformational Theory

Transformational theory by James MacGregor was developed in the setting of governmental guidance where two styles of leadership are present. The transactional frontrunners apply the carrot and stick method to influence others and

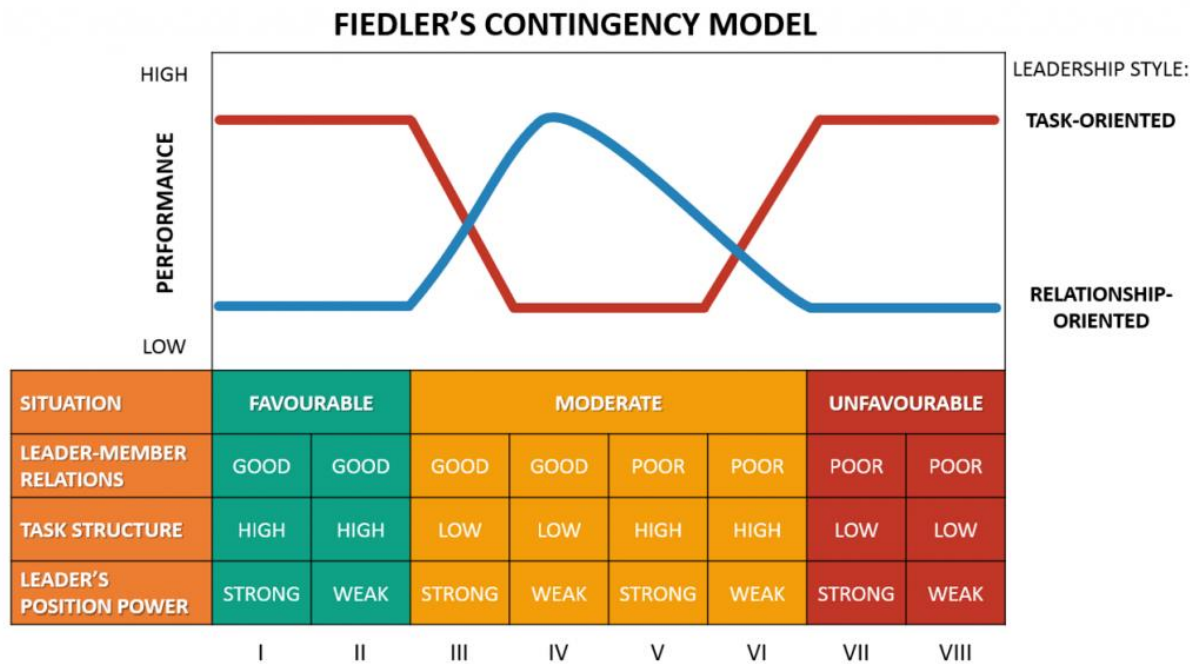
offer enticements for compliance. Transformational inspires the group to back one another and the whole organisation. Workers retort through moods of devotion, trust, and admiration towards the head. Transformational leaders get their power from flawless inspiration, intelligent motivation, particular attention, and stimulating enthusiasm (MSG, 2022, 1).

Servant Leadership

Servant leadership is a model that focuses on the needs of others; that is, the leader that focuses on the needs of the employees before their own. The leader's work includes acknowledging the various viewpoints of others and supporting them to achieve the aims correctly. When using this model, leaders involve their team members when making decisions. Consequently, the greater the team, the better the efforts lead to innovation. However, the classical may fail to work within the hierarchical setting, although it creates a sturdy community in the group (Nayar, 2013, 4).

The Contingency Model

The Contingency Model by Fielder argues that a leader should consider situational factors before deciding on the appropriate leadership style. The style can be either relationship-oriented or task-oriented. If a leader cannot match their leadership style with the situation's demands, their leadership may not be effective. The chart below shows the different situations and outcomes for the contingency model (Thompson, 2019).



Application of Theories and Models to the Leadership Role and the Impact of Leadership on the Organization

From my observation while on attachment at the hotel, I realised that the leaders applied similar concepts to the role of leadership. They seemed guided by specific rules on how to lead the followers. Although people differ in their leadership abilities, they can apply almost identical leadership principles if they adhere to a certain culture. All the leaders were democratic, although some decisions that required haste were made through the autocratic style. Employees were involved before making the final decision, and the decision-making process took a bit longer than usual. However, the fruits were immense because the implementation of such decisions was made easy, and employees were motivated throughout the whole operation. As a result, they are extremely efficient and effective at their job. Consequently, the customers continued to love the brand and make more purchases.

Marriott's leadership and management are highly concerned with the people and tasks (Foucar et al., 2022, 21). Consequently, the hotel manager remains very thoughtful of the needs of the employees, and such a satisfying relationship results in a friendly and comfortable work environment filled with work efficiency. In addition, the great concern for tasks leads to efficiency in the hotel operations, satisfied clients, and eventually a high brand image and loyalty.

Review of Your Own Leadership Experience and Areas for Personal Development

For many managers, they hope always to improve their executive situations. Consequently, arranging for management means learning various materials on headship, team building, and collaborative thinking. In addition, we need to observe other senior leaders in action and practice the same in the real world. To be an effective leader in a certain field, one must adhere to the core principles needed in every leadership role. These include effective communication and principles supporting leadership and management (Paul & Stroh, 2022, 2).

During my attachment at the Marriott hotel, I was positioned as a management trainee. I had the chance to move around the main operational subdivisions in the hotel, including the front office, kitchen, food and beverage service department, and housekeeping department. In all the departments, I was attached to the shift head of the department for some three weeks and then left on my shift for one week. During the week, I had the duty to oversee the entire department and coordinate with the employees and other departmental managers to ensure that the operations ran smoothly with the guests satisfied and the employees motivated.

Due to a lack of experience, I mostly consulted other managers and even my subordinates' supervisors. In cases where I had to make a decision, I involved the supervisors and other employees concerned before making the decision. Such inclusion motivated the employees, and they seemed to be happy and relaxed at work. In addition, they executed the duties willingly and efficiently, showing much teamwork.

Mistakes are unavoidable in organisations, and although some may look intentional, they have to be handled with care. During my leadership, all the employees understood that they had to adhere to the hotel policy and rules like punctuality, behaviour, and attitude while on duty. In case someone broke the rules by misbehaving with the customer or colleagues, he or she had to give an explanation, and from the details, I would decide on the action to take. On all occasions, I remained calm, listened well to the employees' views, and evaluated the business goals before finalising.

I did not adopt one particular style of leadership. On most occasions, I was democratic and involved others in decision-making. However, when the issues required fast solutions, like when a guest complained about some bad or unfortunate service, I had to make quick decisions and did not involve the employees. Also, some decisions need to be handled by the leader, like emergencies, overbookings, and delayed airport pickups, among others.

I need to work on time management, advancing my experience, adding to my leadership skills, and problem-solving skills in my leadership development. Also, I have to work on certain personality traits essential in leadership: sureness, tactical thoughtfulness, personal aid, encouragement of others, and team building. As a

leader, I should be capable of leveraging my powers rather than relying on them (Skills you need, 2022, 1). Also, I need to accurately identify the team affiliates' strong points and put them in situations where they can effectively apply their talents. Furthermore, as the head, I must help my team grow their fortes to accomplish their roles effectively. Hence, recognising the member's competencies encourages employees who remain incentivised to work as a team (Carlton, 2009, 34).

Leaders' Development Plan

Below is the leadership development plan that will enable me to achieve my goals by September 2022.

Leadership Development Objectives	Leadership Activities to undertake	Area/place of development	Targeted end date
Advance headship experience	Undertake more attachment as a management trainee/volunteer.	At workplace	September 2022
Better my problem-solving skills	Work on problem-solving sections like complain desk.	At workplace	June 2022
Better my personality essentials: confidence,	Get involved in decision-making processes, engage in teamwork	At the workplace and outside the workplace, like at school, church, and	August 2022

strategic thinking, interpersonal skills, influence over others and team building.	activities, and volunteer leadership roles.	at social gatherings.	
Better my Time management	Ensure I have a clear outline for every project, schedule and expected outcomes prior to the commencement.	At the workplace, at school, and at social gatherings.	September 2022

Conclusion

It may be comforting to realise that several headship theories can mix somehow. In realism, novel leadership models get industrialised through combining current representations and joining the elements into their work setting. Normally, it depends on the company's type of job setting and how one wants the group to work. The main thing concerning leadership remains the understanding of the overall feel of the whole team and what they require to succeed.

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