

Torquay Grosvenor Hotel

by Georgiana Flutur

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Student Name: Georgiana Flutur

Student Number: 1915702

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**TORQUAY GROSVENOR HOTEL
GENERAL MANAGER MARK JENKINS**

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Introduction

no sub-heading

This essay will argue the preferred management style of general manager Mark Jenkins, in the management of the Grosevenor hotel Torquay according to Blake and Mouton model.

 1

avoid 1st person writing

I will use the model of Adair of Leadership action-focused, will consider how effective Mark is in each leadership. Examples from the 2nd series of channel 4 "the Hotel" will be used.

Also, I will show three key functions in which manager Mark is very efficient.

1.

Identifying Favorite Style of Management

But there's one thing I've found about outstanding leaders that make a significant impact: they love to learn, share what they've learned, and motivate people around them to achieve their full potential ([Make A Dent Leadership, 2021](#)).  2

The Blake and Mouton Managerial Grid is a tool that helps managers discover their preferred leadership style based on how much importance they place on people and production ([Kat, K, B., 2021](#)).

Managers and leaders must consequently develop a toolbox of knowledge, skills, and behaviors that will enable them, their teams, and their organizations to succeed.

Setting targets, motivating, delegating, coaching, and providing feedback are just a few of the core abilities that managers must learn and improve. Good management begins with self-awareness, therefore managers must learn to recognize their own strengths and limitations, preferred style and approach, and emotional triggers, and then manage, minimize, and maximize them for the benefit of their employees ([Hemsley Fraser Group., 2020](#)).  3

While deciding how to effectively execute a job, Manager Mark is concerned about the team members, their needs, interests, and areas of personal growth.

Mark analyzes issues that his team members may be having and then devises a strategy to solve them. Emotions and thoughts are employed in the solution process. Because this supervisor is exclusively interested in finding the finest possible answers, he encourages his staff to work together to solve difficulties ([Sandeep Menghani., 2020](#)).  4

2.

"Similarly, when manager Mark confronted with an emergency, a financial difficulty, or a physical threat, considerations about people may be set aside, at least temporarily, in order to obtain good outcomes and efficiency ([Mind Tools Content Team, 2021](#)). avoid

Torquay's Grosvenor Hotel is a three-star establishment. It features 46 rooms and is one of the prominent hotels on Belgrave Road, sometimes known as the "golden mile."

Along with five other hotels in Devon and Cornwall, it is part of the Richardson Hotel Group's portfolio ([Company Rescue](#), 2018). relevance?

Every leadership style has a place. There are occasions when a 'Authoritative' leadership style is necessary. There are instances when a 'Country Club' leadership style is appropriate. The key is to recognize when a style is suitable and to be able to adjust your style accordingly ([Makeadent leadership, 2021](#)). 5

The ideas, feelings, and actions that identify or define a person are referred to as personality. Personality is frequently used as a generalization to predict how someone would perceive, feel about, and react to a certain circumstance or stimuli. Personality is a quality that is normally established, stable, and consistent ([Jason, G., 2021](#)). too broad

When a leadership style fulfills the demands of the situation, it is called effective. The following are examples of management styles that have been identified:

High - Relationship Orientation, Low - Task Orientation characterizes this personality type. The organization is viewed as a social structure by the leader. Focusing on work or attempting to make subordinates more productive through corrective measures is less essential than personal connection and the surroundings. source?

Integrated - This is defined by a high level of relationship orientation and a high level of task orientation. This is a manager who is typically effective and involved. There is a lot of social interaction with subordinates, as well as concentrated efforts to boost efficiency by working together. 6

3.

Low - Relationship Orientation; Low - Task. The boss establishes policies and procedures but pays little attention to the activities of his or her subordinates.

unapplied theory

Low - Relationship Orientation; High - Task Orientation characterizes the dedicated. The leader issues orders and keeps a close eye on employees' actions and output. The authority of the leadership founded on formal power" (Jason, G., 2021).

Based on studies I can say that the manager Mark is a team leader, because it takes into account the opinions of employees and being a very optimistic and funny man, he always manages to complete the tasks he has well. That what a manager does for his team and for his guest to feel appreciated.

Example?

In fostering collaboration and dedication, including them in decision-making, and displaying respect and mutual trust, this strategy focuses significantly on making subordinates feel that they are valuable members of the business. This management approach is based on McGregor's Theory Y, which claims that people are intrinsically driven, like their work, and desire to work to improve themselves without receiving a direct reward (B2U, 2020).

4.

The Adair model of Leadership

John Adair is widely regarded as one of the most influential figures in the creation of management and leadership in both the corporate and military worlds. He studied history at Cambridge University and has advanced degrees from Oxford and London Universities. He is an internationally recognized consultant and the world's first Professor of Leadership Studies at the University of Surrey. Hundreds of thousands of copies of his novels have been sold ([Neil, T., 2020](#)).

His model consisted of three overlapping circles that represented:-

- 1 Complete the mission;
- 2 Create and maintain a team;
- 3 Individual growth is essential.

This establishes a clear contrast between management and leadership ([The Team Building Company, 2021](#)).

John Adair's straightforward Action-Centred Leadership paradigm is a wonderful according to? template for any team, group, or organization's leadership and management. Action-Centred Leadership is a basic leadership and management paradigm that is easy to remember, use, and adapt to your particular circumstances.

Good managers and leaders should have a thorough understanding of the three key areas of the Action Centred Leadership model and be able to apply each aspect to the issue at hand ([Alan, C., 2018](#)).

5.

According to the (Channel 4 - The Hotel | Series 2 Episode 2 | The Grosvenor Hotel

citation format

Torquay 2012) Manager Mark is a very good manager and man, it has a beautiful character and a good heart, he has a passion for his work and he loves the people. Mark demonstrated that he is a professional manager and does not give up even if it fails.

Sp.

Above all, for Mark has always been the work he does in the hotel. It is a passion for him.

font change?

I really liked how he approached the situation first time, at the first party and even if it was a disaster (not his fault) as a true professional he did not give up and tried again which was a real success.

8

He likes to give people a second chance, encourages team spirit, try to give guests the best and feel as good as possible during their stay in the hotel because, the guests want to come back.

It's not just the luxury and the conditions that the guests want at a hotel, it's also the way you feel the staff.

What Mark is missing is a strong team.

What I like most about him is that is not a person who gets upset quickly and behaves badly with employees, on the contrary, he tries to stimulate them and also, tries to thank the hotel guests. This is definitely what a team manager does and makes him human.

In any situation they would find out good or bad, he finds a solution to everything, never give up.

To meet the task requirements, manager Mark should:

- agree on/decide objectives and gather all available information;
- define skills required;
- create a workable plan;
- brief the group on the task, plan, and goal;

source?

6.

- explain why the task is necessary;
- assign/delegate tasks to group members;

- keep discussion and actions relevant to the task;
- influence tempo;
- clarify or define policy when necessary;
- monitor time.

de-list

To put it another way, leaders must plan, communicate, organise, and implement, as well as monitor and control their work (TCM, 2021).

Managerul Mark proved in three very important situations that his functions is very important in the hotel work:

1. He knows very well how to sell a party and distribute it to the customers;
2. He is very good as an event organizer;
3. He is a very good manager, doing the job very well and with the party bringing more profit to the hotel and he managed to make a lot of clients to feel good and have some fun.

The following are three qualities of management:

too broad

It is a continuous and connected process or sequence of actions.

It entails and focuses on achieving organisational objectives.

It accomplishes these objectives through collaborating with and through people as well as other organisational resources.

source?

7

Proper management ensures that all parts of the firm work together to achieve a single objective without becoming disorganised. Management really prepares, executes, and balances a company's resources in such a manner that maximum work output is achieved while maintaining work quality in order to meet the

organization's goals as quickly as possible. Different divisions go on to achieve separate aims in the absence of competent management ([UKEssays., 2018](#)).



8.

Conclusion

In conclusion Manager Mark is a team leader. He shows knowledge, skills, and behaviors to the people. Mark fosters collaboration and dedication, including them in decision-making, and displaying respect.

This is a manager who is typically effective and involved. There is a lot of social interaction with subordinates, as well as concentrated efforts to boost efficiency by working together.

Mark demonstrated that he is a professional manager and does not give up even if it fail.

He managed with a disaster at work and, he tried next time to make very well and he did. It is an example. His way to make the things to be better and better all the time, his optimism and his power make me feel very well.



Mark Jenkins dedicates his all life to this profession and put was the best on him to do this job extraordinary well. All the time he is very inventive and try to send this feeling to the staff. But, if you don't have the correct people between you they can make you fail.

Mark is a man and manager with I will be extraordinary happy to work for him, I will have a lot of strategies and ways to make the guests to feel appreciated how long they stay in the hotel.

poor conclusion

9.

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12.

academic sources

wider reading

use the web less

FINAL GRADE

30/100

GENERAL COMMENTS

Instructor

Assignment 1 Feedback Summary:

Georgiana Flutur

Common Assessment Criteria Applied

1. Engagement with Literature Skills 2/10

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

You need to read more widely and cite valid academic sources such as the Mullins text specified for theory which was absent. Don't cite generalised websites for theory. Some material appears quite broad and frankly irrelevant to the tasks set. Harvard rules need some improvement.

2. Knowledge and Understanding Skills 7/20

(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 only a very basic and selective understanding of the models required. You don't always define/explain concepts relevant to the task in brief before discussing their case application. Mullins would have assisted you here.

3. Cognitive and Intellectual Skills 11/30

(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 don't convince that you understand what was required here, preferring to write generally 'around' the topic of the hotel and management in general rather than developing a critical analysis of Mark's performance as GM. There are very few case specific examples given to illustrate the points being made.

4. Practical Application Skills 7/30

(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.)

No real/effective application is evident here because you have not properly understood the nature of the task set. The work is too general and loses focus on the specific tasks.

5. Transferable Skills for Life and Professional Practice 3/10

(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.)

An essay format was specified, and you produced a report. Why?

The organisation is confusing and the work lacks coherence overall making it very difficult to follow any proper argument. Spelling/syntax/grammar issues – proof your work before submission.

Mark 30/100

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 very disappointing submission, which was submitted late. You have not properly understood what this assignment required of you – please reflect carefully on the reasons for this. Significant guidance was given and support was available beforehand, yet you did not take advantage of it. You must ask if you are unclear before you submit your work in future.



Essay format required

Essay format specified so no headings/sub-headings.

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

PAGE 3



no sub-heading

new sub-heading needed for each section



Comment 1

Adair's model of ACL



avoid 1st person writing

write in 3rd not 1st person

PAGE 4



Comment 2

a quote?



Comment 3

don't generalise - use the grid styles to profile Mark - this is about him



Comment 4

so which grid style does this fit?

PAGE 5



avoid

avoid

Additional Comment

never cite this source in academic work



relevance?

ok but relevance to task?



Comment 5

yes, but does Mark do this? how well?



too broad

too broad



source?

cite source



Comment 6

you are discussing some relevant themes but are doing so outside the model specified for task 1

PAGE 6



unapplied theory

unapplied theory



Comment 7

team manager on the grid? use it now



Example?

example?

PAGE 7



according to?

according to? cite a source

PAGE 8



citation format

check format for citation



Sp.

Spelling error



font change?

font change?



Comment 8

chance?



source?

cite source



de-list

delist - bullets are essentially descriptive - you need to be analysing by applying them to the case not mentioning them in isolation



too broad

too broad



source?

cite source



Comment 9

a really poor source to cite in your academic work - you need to use the text book specified (Mullins) for theory



Comment 10

check your spelling!



poor conclusion

poor conclusion - you need to summarise your key points here - you do not



academic sources

academic sources are needed



academic sources

academic sources are needed



wider reading

wider reading/research needed



use the web less

too many web sources