

**Module Title: Management and Organisational
Behaviour**

Module Code: BMIH5004

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Introduction

Leadership is defined as the ability of the individual or a group of people to guide as well as influence their followers or the firm members, the team or society (Mullins, 2020). As per organisation leadership is the bundle of directions which provides support to the leaders themselves as well as others to do the right things for moving forward. However, the study will discuss the different types of leadership theories and compare them with each other based on their advantages and disadvantages in the hotel industry. Additionally, it will also discuss the preferred managerial styles in the hospitality industry with particular examples.

Discussion

The Blake-Mouton Grid is also commonly defined as the Managerial Grid Model. Blake-Mouton Grid is the framework which is used to make the identification of the style of leadership behaviour. It makes the identification of behavioural style of leadership concern regarding people versus the concern regarding the production of tasks (Boddy, 2014). On the other hand, John Adair's "**Action-centred Leadership Model**" is an antique model of leadership that was ground-breaking in its time. The model explains effective leadership through actionable steps, manager's development managers, effective leadership through actionable steps and HR with the working template regarding the success in the new position of leadership. The Adair approach of leadership developed a more practical as well as simple angle by describing the actions which leaders are required to take. The model is based on three "**overlapping circles representing**" which include achieving the task, developing as well as maintaining the team and building the individual (Rollinson, 2008). Furthermore, "**McGregor's X and Y Theory**" was developed by the social psychologist whose name was Douglas McGregor. Douglas McGregor created two theories that contrast and provide an explanation of the ways through which the belief of managers regarding the things which motivate their people can make an effect in their style of management. Douglas McGregor labelled the theory in theory X as well as theory. However, theory X provides support in giving an explanation about the highest supervision importance, penalties as well as external rewards (Daley, 2023). On the other hand, theory Y highlights the motivation role that is played through job satisfaction and also provides encouragement to the workers to approach tasks without having direct supervision.

The advantage of following **theory X** led the organisation towards developing control as well as a strict environment regarding work where the managers make the use of financial incentives like a bonus to provide motivation to the employees. On the other hand the other style of participative management of **theory Y** provides freedom as well as responsibilities to the team members. Thus, the employees were able to positively collaborate with other staff so that they were able to create innovative solutions which have the capacity to fulfil the goals of the organisation (Macetti, G. and Genoni, 2023). Thus, it provides the result of developing a positive work environment which helps the employees in making improvements in their performance.

On the other hand, the advantage of the **model of the Blake-Mouton Grid** is that it is used by managers so that they are able to get better results and also are able to make improvements in productivity. The model is made through the managers to give answers to the questions. However, the model provides support to the managers in making the identification that they were able to stand regarding their concerns regarding people as well as tasks. The point of view behind this is to have the surety that the employees were able to achieve a perfect nine on the scale of nine with the support of the training (Yang *et al.* 2021). It also helps the managers in getting the information regarding the areas in which they are required to make changes so that the management is able to make effective decisions for making changes in those areas to improve the performance of employees and the organisation. The biggest advantage of the **theory of Adair's Model of ACL** is that it is more practical and provides the information that there is a chance that leadership can become tough and also it is a transferable skill (Park *et al.* 2021). It also provides the information that the task requires the team because one person alone was not able to meet the task. In

case the items were not able to accomplish the task then they were required to suffer and also the individuals were not able to be satisfied.

The main disadvantage of theory X and theory Y is that all the employees were not able to neatly fit into each of the two categories; the workplace did not have an environment which could fit two sizes. Additionally, it also makes the assumption that the employees were inherently lazy as well as required to be coerced as well as controlled to achieve the goals. Therefore, this view regarding the employees cannot be accurate for all employees and can also be too negative (Liu *et al.* 2022). On the other hand, the disadvantage of the model of Blake-Mouton Grid is that it ignores the internal as well as external limits which affect the process of working. Additionally, it also has some or more factors of leadership which can be covered; both are not covered (Lu *et al.* 2021). Apart from that it is not able to pay attention to the scenarios as well as matters which can take place due to different types of views and also ideas are there in the organisation.

The biggest disadvantage of the **theory of Adair's Model of ACL** is that in this style of leadership, the employees of the organisation were not able to make an effective balance between the elements required to get poor results. Thus, it means it has a negative effect on the overall performance of employees and the organisation (Lu *et al.* 2021). Additionally, some of the organisations were there who identified the model as a restriction when they had a structure which is more linear.

A style of management is defined as the specific ways that managers use to meet objectives. It includes the ways through which the management of the organisation develops the decisions, the ways they organise work, make plans and exercise authority (Manyuchi *et al.* 2020). The style of management depends upon the organisation, management level and even through person to person. The organisation

was able to develop creativity, trust and engagement with the help of the style of collaborative emergence. It also helps the managers to ask all of their team members regarding their opinions before making any decision which helps in developing trust and creativity. However, in the hospital industry, it is necessary to have creativity and adaptability. Thus, the implementation of transformational leadership helps the hotel industry to continuous improvement (Idiata *et al.* 2020). On the other hand, the servant leader provides importance to the well-being as well as positive growth of team members. The style is developed on the basis of humanity as well as the commitment to serving others.

Another managerial style used in hotel management is democratic leadership. Democratic leadership is also defined as participatory leadership since it provides the opportunity for the leaders of the hospitality industry to sometimes ask for aid and also get involved through their subordinates (Rodić and Marić, 2021). Thus, this style of leadership provides a good amount of job satisfaction to employees.

The organisation of the hotel industry which makes the use of transformational leadership is “**Four Seasons Hotels**”. The organisation has a culture of service-oriented which makes the combination of customer-centric, meticulous focus to detail and friendliness is identified as the ultimate luxury mark (Fourseasons.com, 2024). The organisation is famous for empowering teams, developing strong relationships with the guests, inserting excellence values and making continuous improvements in the whole organisation. On the other hand, the Premier Inn organisation in the UK followed democratic leadership. The implementation of democratic leadership helps the management of **Premier Inn** to involve their team members in the decision-making process (Premierinn.com, 2024). Thus, it helps the employees get the feeling of involvement in the organisation which makes enhancement in the productivity of

employees and also increases the loyalty of employees towards the organisation. Additionally, it also developed an environment of open discussion which provides encouragement to innovation as well as creativity.

Blake-Mouton Grid is identified as the tool which provides support to the leaders to make the identification of their own style of leadership as well as the leadership style of their subordinates. In the Blake-Mouton Grid theory the X axis and Y axis (Ujunwa, 2020). The X-axis makes the evaluation of the concern of the leader regarding the production whereas the Y axis measures the concern of the leaders regarding the people or individuals. Additionally, the grid makes the identification of the five kinds of leaders which include produce or perish, team, middle of the road, impoverished and country club. According to the model, the effective leadership style is team management. It highlights the leaders who were passionate about their work (Waters, 2022). It also highlights those leaders who give their best how much they can regarding the organisation for whom they were working.

The model of Action-centred Leadership provides support to the organisation in increasing morale making improvements in productivity and providing strength to the results. The primary function of the model of Action-centred Leadership involves planning, initiating, informing, controlling, supporting and evaluating (Orukwogu, 2022). The management team were able to make the implementation of the plan by defining developing goals, necessary information for research and defining tasks. The managers were able to initiate the method by allocating tasks, developing standards and briefing employees. The managers were able to provide information to their employees by clearing plans, and tasks and giving feedback, updates and also interpretations. The managers were able to manage the situation they provided the surety of progress, providing encouragement to ongoing decision-making. The leaders

were able to provide support to their team members or individuals by giving assistance as required, providing encouragement to teamwork and providing support in making improvements in morale (Guccione and Stefanatos, 2023). However, to measure the functions required the managers were required to monitor performances, focus on new ideas and provide encouragement to employees for conducting self-assessments.

In **McGregor's X and Y Theory** most of the times theory A were used during the time of providing responses during emergencies (Figus, 2023). However, in theory X it is necessary that the employees were particularly directed regarding the things which they were required to do. On the other hand, theory Y fits better in the firm which depends upon their innovation as well as creativity. Additionally, in theory, Y all the levels of employees were involved in the process of developing decisions. Theory X helps the organisation in achieving the objectives and goals of the organisation and providing rewards to the employees which is the best way for enhancement in the motivation of employees (Albeshr, 2022). Motivation helps the employees in making improvements in their work quality and provides the surety that they are properly aligned with the objectives of an organisation for achieving them.

Conclusion

It has been concluded that the model of Adair's ACL is the model of leadership which emphasises the importance of the three most important areas such as achieving tasks, developing and managing the team and building individuals. It has been identified that the model of the Blake-Mouton Grid ignores the internal as well as external limits which has a negative effect on the process of working. Additionally, the implementation of democratic leadership provides support to the management to ask all the team members for their points of view before making decisions. On the other hand, transformational leadership provides support to the organisation to have innovation and creativity which is important in the hotel industry. The challenge which an organisation is required to face in theory Y is to develop the working environment in the organisation where workers are able to present as well as build their creativity.

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