

BMTP4004

Managing Tourism, Leisure & Events Organisations

Teams & Groups
Ethics in the Workplace

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

Assignment 1

- **Friday 27th March 23:59PM**
- **REPORT:** Choose a leader in the tourism, leisure, or events sector (this will be discussed in class and must be agreed by your tutor so that all students choose a different leader). Evaluate how this leader has dealt or could deal with changes in the industry. Focus on their leadership style, decisions, and how they have impacted the people and culture within the organisation. Explore how these actions can help the sector perform better during times of change.

Assignment 2

- **Wednesday 13th May 23:59PM**
- **Round Table Discussion: Managing Change and Organisational Strategy in the Tourism, Leisure, and Events Sectors**
- In this assignment, you will work with your group to discuss a real-world case study about changes in an organisation related to culture, leadership, and management in the tourism and events sectors. You will look at how these changes affect the organisation and suggest ways to improve things.
- Roughly, 5 minute presentation by each member with supporting material, followed by Q&A.

The Assignments

Any questions?

RECAP ACTIVITY

(and register)

In groups, discuss:

- 1. What is organisational culture? Where can we see evidence of it within the workplace?*
- 2. Why is the right structure important for organisations?*
- 3. Why is accountability important when teams work under pressure?*



Let's Review – *What is Organisational Culture?*

- 'The way things are done around here'
- Shared values, norms and expectations
- Shapes behaviour at work
- Often invisible but powerful



Let's Review – *Organisational Structure and Accountability?*



- How work and roles are organised
- Clarifies reporting lines and decision-making authority
- Defines accountability and management responsibility
- Directly affects safety, performance and service quality
- Balancing flexibility, innovation, collaboration against risk

Aims For Today



Understand the difference between a group and a team.



Explain why teamwork is critical in tourism and events organisations.



Recognise common challenges in managing temporary and diverse teams.



Consider the ethical responsibilities of managers in team-based work.

Why do organisations form groups or teams?

- **Achieving Goals:** Groups and teams work together to reach specific objectives.
- **Efficiency:** Dividing tasks speeds up work.
- **Sharing Knowledge:** Members share expertise, aiding problem-solving.
- **Better Decisions:** Different perspectives lead to smarter decisions.
- **Creativity:** Collaboration sparks new ideas.
- **Support:** Teams offer emotional support, boosting morale.



What's the difference between Groups and Teams?



What is the difference between a team and a group?

The main difference is the level of **collaboration** and **shared responsibility**!

A **group** is a collection of individuals who work independently on their **own tasks**. They share a common purpose but have **less collaboration**.

For example:

- In the same organisation, a group could be employees from different departments working on separate tasks for the betterment of the organisation (e.g. improving sales).
- They **share a goal** but don't **collaborate as closely** as a team or depend on each other's work.



E.g.: Cross Departmental Employee Group

What is the difference between a team and a group?

The main difference is the level of **collaboration** and **shared responsibility**!

A **team** works towards a shared goal, collaborating, communicating, and using their skills. Everyone shares responsibility for the outcome.

For example:

- A project team formed to launch a new product.
- Team consists of members from marketing, design etc.
- They work together, share responsibility and depend on each other's expertise to bring the product to market successfully.



Groups vs Teams

Group:

- Individuals working alongside each other
- Shared information but individual responsibility

Team:

- Shared goals
- Interdependent roles
- Collective responsibility



Why Teams Matters in Tourism & Events!

- High-pressure environments
- Temporary and seasonal staff
- Customer-facing work
- Safety and coordination critical



What are the characteristics for effective team behaviour?

- Shared aims and objectives
- Defined roles and shared accountability
- A sense of belonging.
- Acceptance of group values and norms.
- Mutual trust and dependency.
- Full participation in decision-making.
- Open communication and information flow.
- Open expression of feelings and disagreements.
- Effective conflict resolution.
- Low staff turnover and absenteeism.



Poor teamwork increases risk and reduces service quality.

What factors affect an individual's performance within a team?

- **Role mismatch**
- **Role conflict**
- **Role overload**
- **Role underload**
- **Role stress**



How can we avoid role stress?

- Clarify role expectations so everyone knows their responsibilities.
- Improve recruitment to match people with the right roles.
- Provide training and career development for growth.
- Conduct health screenings to spot stress early.
- Restructure roles and tasks to balance workloads.
- Give advanced notice of changes to reduce uncertainty.
- Focus on improving team collaboration.
- Review structures and communication to enhance efficiency.

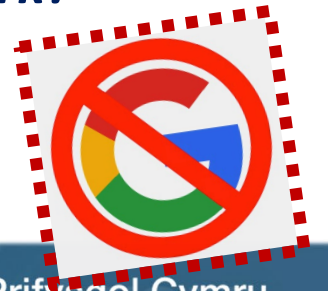


ACTIVITY

Let's discuss: "Managing Teams at a Major Sporting Event"

A major UK sporting event relies on a diverse workforce including volunteers, international staff, contractors, and local employees. Teams are formed quickly and must perform effectively under pressure with limited training time. Differences in language, experience, and cultural expectations can create challenges for managers.

- ***What challenges arise when managing diverse teams?***
- ***How can managers promote inclusion and teamwork?***
- ***What happens if diversity is poorly managed?***



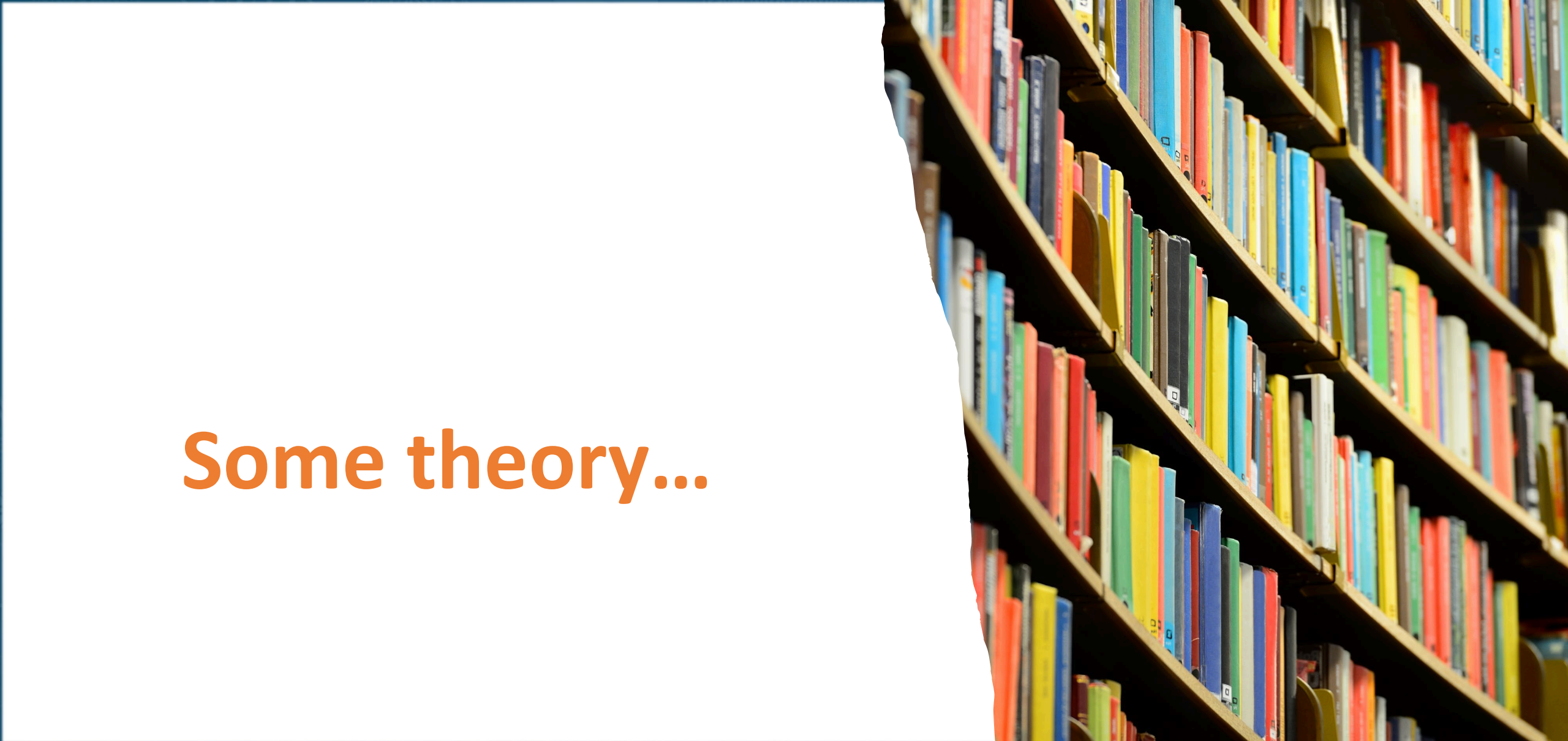


ACTIVITY REVIEW

- Teams require shared goals and interdependence
- Clear roles reduce risk
- Temporary teams still need strong coordination and management
- Structure shapes team effectiveness supporting communication, collaboration, shared resources.



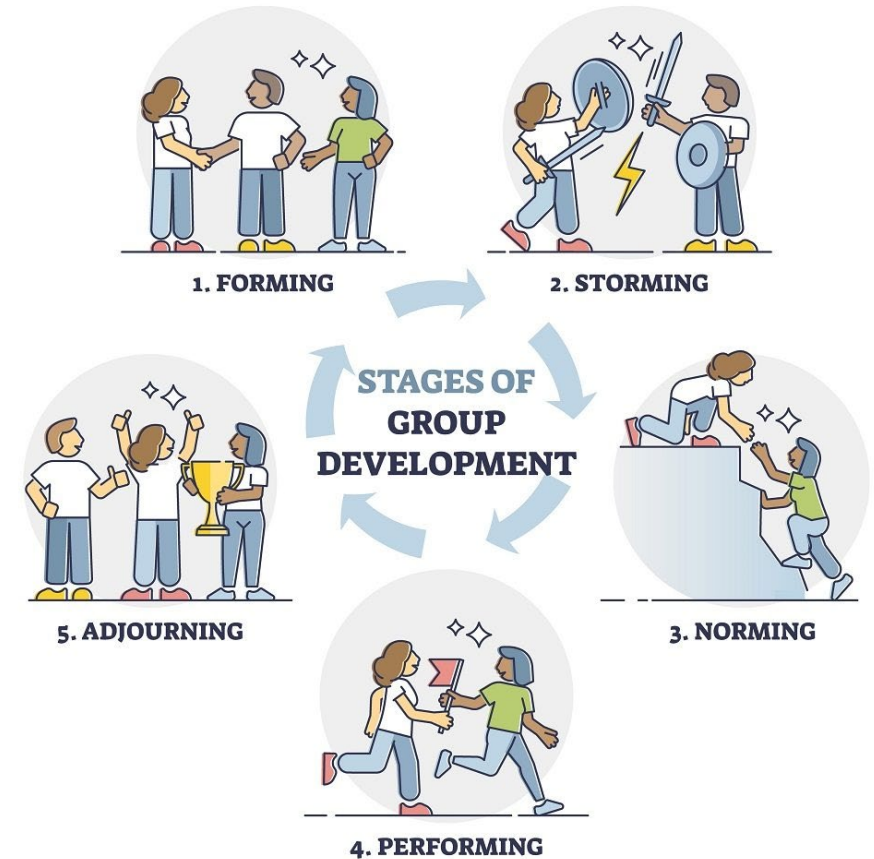
BREAK – 15mins



Some theory...

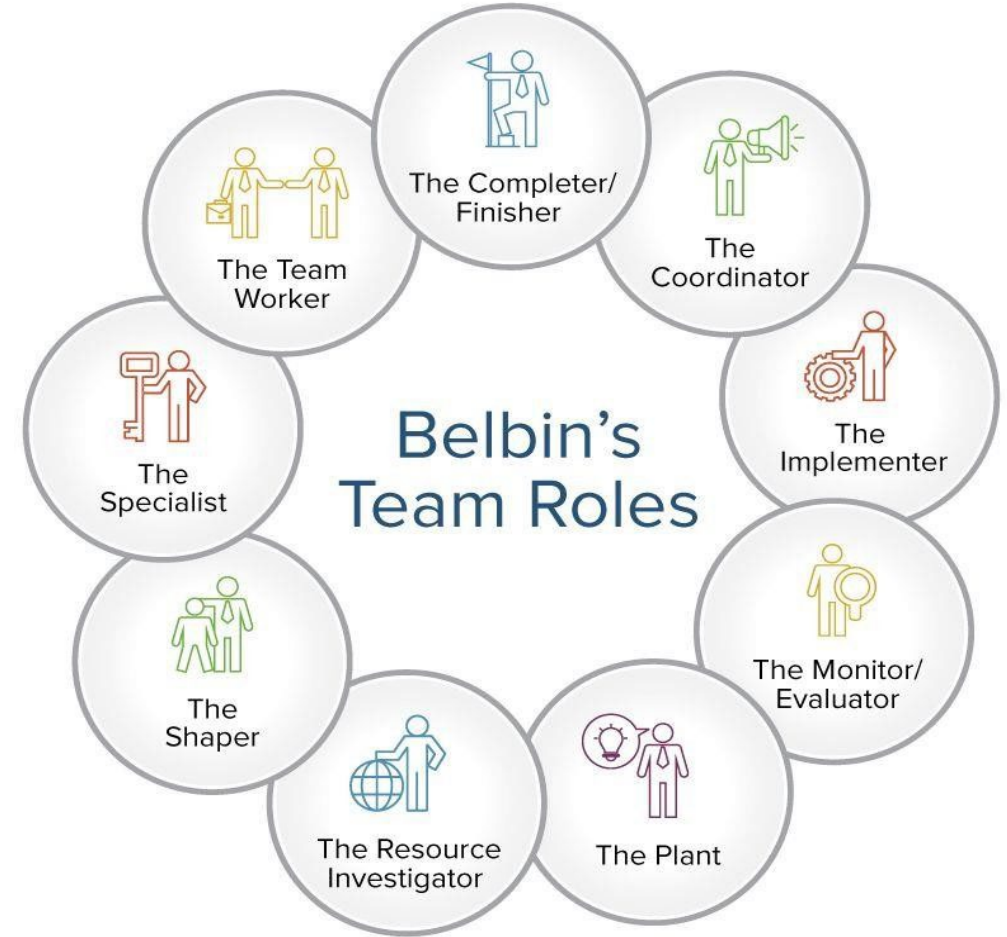
Group Development (*Tuckman, 1965*)

1. **Forming:** The group is just coming together. Members are polite, unsure, and figuring out their roles.
2. **Storming:** Conflicts and disagreements happen as people start to express their opinions. Tension can arise.
3. **Norming:** The group starts to get along better, roles become clearer, and people begin working together more smoothly.
4. **Performing:** The group works well together, focusing on tasks and achieving goals with little conflict.
5. **Adjourning:** Once the task is completed, the group disbands. Members may feel sad or nostalgic.



Belbin's 9 Team-Roles

- **Belbin's Team Roles theory**, developed by Dr. Meredith Belbin in the 1970s, identifies nine roles people naturally take on in teams.
- Each role has its own strengths, weaknesses, and behaviours, contributing to the team's overall dynamic.
- The theory suggests that having a mix of these roles in a team leads to better performance and collaboration.



Belbin Overview



ACTIVITY

Belbin's Team Roles

Which are you?

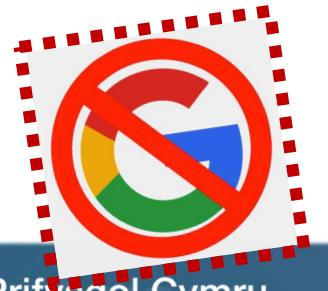
Watch the next video and score yourself out of five for the 9 different roles.

'0' = does not align to me at all...

Up to...

'5' = that's me exactly

Which one's do you score highest and why?



Belbin Team Roles



1. *The Shaper*

The Shaper is a goal-driven team member who pushes the team forward, keeps them on track, and thrives on challenges, ensuring obstacles don't prevent progress.

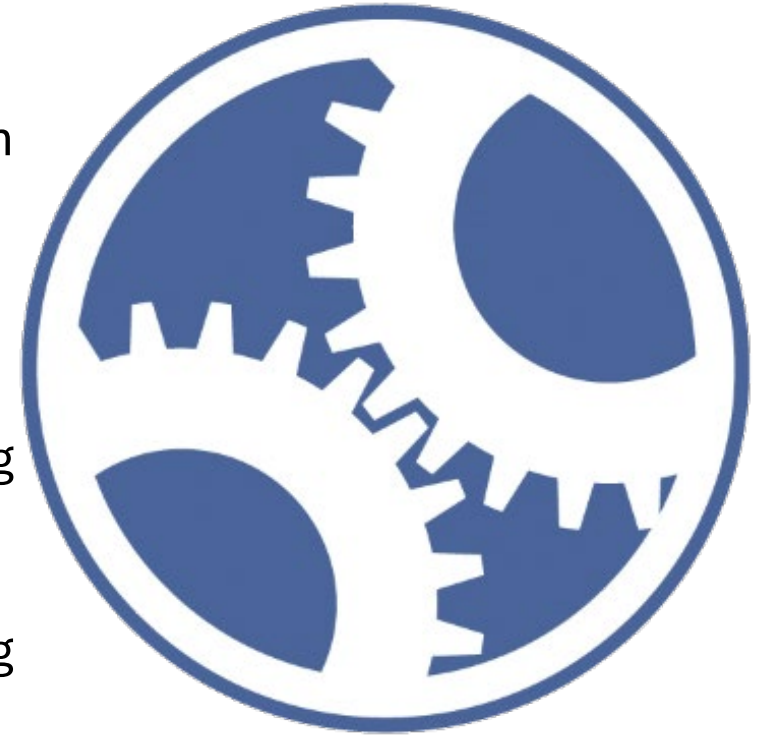
- **Driven:** Brings energy and urgency, inspiring the team.
- **Results-Focused:** Focuses on achieving goals and pushing progress.
- **Challenging:** Questions the status quo to improve performance.
- **Thrives Under Pressure:** Stays calm and solves problems under stress.
- **Competitive:** Motivates the team to strive for success.



2. *The Implementer*

The **Implementer** is the practical, organised team member who turns ideas into action, breaking down plans into manageable steps to ensure everything runs smoothly and on time.

- **Practical:** Turns ideas into actionable steps with clear plans.
- **Organised:** Sets up systems and routines to keep the team on track.
- **Reliable:** Consistently follows through and delivers results.
- **Efficient:** Focuses on getting things done quickly and improving processes.
- **Disciplined:** Sticks to the plan and avoids distractions, making only necessary changes.



3. *The Completer*

The Completer-Finisher ensures everything is done right, focusing on details, double-checking work, and delivering high-quality results without leaving anything unfinished.

- **Detail-Oriented:** Spots and fixes errors before they're noticed.
- **Perfectionist:** Strives for flawless work, going above and beyond.
- **Reliable:** Delivers tasks with precision and care.
- **Deadline-Focused:** Ensures work is finished on time without sacrificing quality.



4. *The Plant*

The Plant is the creative thinker in the team, generating big ideas and solving problems in unique ways, offering fresh perspectives when the team is stuck.

- **Creative:** Generates new ideas and innovative approaches.
- **Innovative:** Finds original solutions to challenges.
- **Independent:** Prefers working alone or in quiet spaces for idea flow.
- **Big-Picture Thinker:** Focuses on long-term goals and sees missed opportunities.
- **Problem-Solver:** Offers inventive solutions to move the team forward.



5. *The Specialist*

The Specialist is the team's expert in a specific area, offering essential knowledge and solving complex problems, though not involved in every task.

- **Expert Knowledge:** The go-to person for in-depth knowledge in their field.
- **Focused:** The team's authority on their area of expertise.
- **Committed:** Passionate and continuously learning to stay current.
- **Problem-Solver:** Provides solutions and guidance when challenges arise.



6. *The Monitor/ Evaluator*

The Monitor/Evaluator is the team's logical thinker, offering calm, objective insights. They analyse options, weigh pros and cons, and ensure decisions are based on facts.

- **Analytical:** Breaks down complex situations and assesses every angle.
- **Objective:** Provides impartial views, focusing on logic over emotion.
- **Critical Thinker:** Offers well-considered opinions on the best course of action.
- **Strategic:** Keeps the bigger picture in mind, anticipating challenges and staying on track.



7. *The Teamworker*

The Teamworker keeps the team united by fostering a supportive, harmonious environment. They build relationships, resolve conflicts, and ensure smooth communication and collaboration.

- **Cooperative:** Thrives in team settings, always ready to help.
- **Supportive:** Offers encouragement, ensuring everyone feels included.
- **Good Communicators:** Listens well and ensures all voices are heard.
- **Diplomatic:** Mediates tensions and helps keep the team united.



8. *The Co-ordinator*

The Coordinator provides direction, ensuring everyone understands their role and stays focused. They organise tasks, balance strengths, and guide the team toward shared goals.

- **Organised:** Sets clear goals and breaks them into actionable steps.
- **Delegator:** Assigns tasks based on team members' strengths.
- **Supportive:** Provides guidance without taking control, encouraging ownership.
- **Confident:** Manages the team's needs calmly under pressure.
- **Great Communicator:** Keeps everyone aligned and informed.



9. *The Resource Investigation*

The Resource Investigator connects the team to new opportunities and solutions. Outgoing and curious, they excel at networking, building relationships, and bringing creativity to the group.

- **Curious:** Always exploring new ideas and perspectives.
- **Outgoing:** Enjoys meeting new people and building connections.
- **Innovative:** Brings creative solutions and fresh approaches.
- **Energetic:** Inspires and motivates others with enthusiasm.
- **Skilled at Networking:** Leverages external sources for valuable insights.



Ethics...



Managerial Ethics in the Workplace...

...particularly in Tourism & Events

Managers must consider:

- Fair treatment of staff
- Workload and wellbeing
- Safe environments
- Honest communication



ACTIVITY

Let's discuss: "Ethics in UK Tourism: Zero-Hours Contracts"

Many UK tourism and leisure organisations use zero-hours contracts to manage fluctuating demand. While this provides flexibility for organisations, it can create insecurity for employees and raise ethical concerns around fairness and wellbeing.

- ***Why do organisations use zero-hours contracts?***
- ***What ethical issues arise from this practice?***
- ***How might this affect motivation and commitment?***





ACTIVITY REVIEW

- Ethical employment practices influence organisational culture
- Perceived fairness affects team cohesion and performance
- Short-term cost decisions can create long-term retention problems
- Management responsibility includes moral as well as legal accountability

Next week:

Leadership vs Management

- Leadership styles
- Managing people during change

Prep reading:

- Mullins & Rees (2023) – Leadership chapter
- CIPD guidance on leadership in challenging times

Thank you!

I look forward to seeing you next week, if you have any questions in the meantime please send me an email...

n.dyer@uwtsd.ac.uk

...(from your student email account ALWAYS!).

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