

BMTP4004

Managing Tourism, Leisure and Events Organisations

Setting The Scene



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

Today we will explore...

*What should I learn?
How will I be
assessed?*

*Why are management,
leadership & processes
important?
Why focus on it?*

*What is the impact of
management &
leadership?*

Individuals?
Organisations?

Module aims:

To explain the why,
what and how of
management and
its role within
organisations

Consider the concept of
management & leadership
occurring as a practice rather
than residing in the traits or
behaviours of particular
individuals

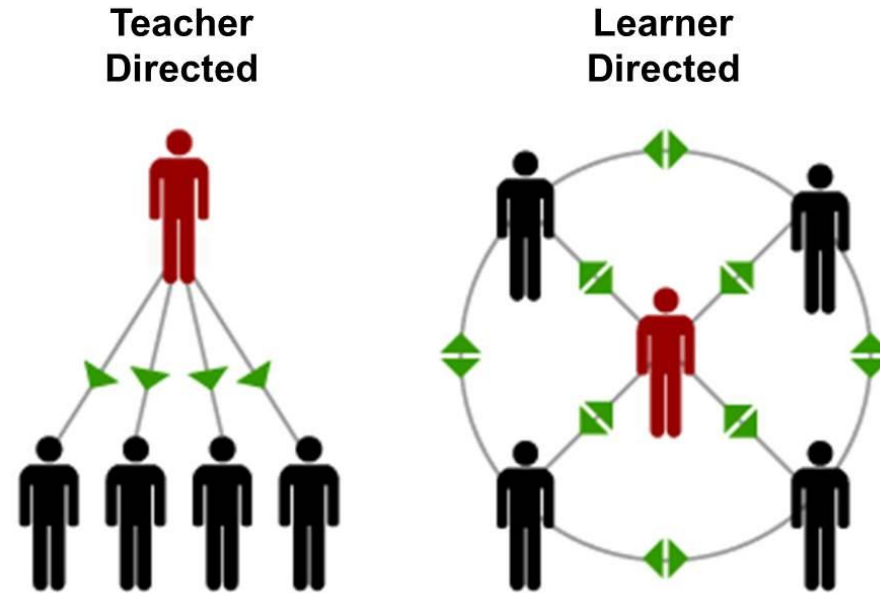
Undertake a **critical
exploration** of management
tools and techniques used
by successful organisations
and **explore** different
situational forces and
variables

How we will learn...

Leadership: Self, others, situations/systems

Mixture of theory & practice

Personal reflection & group discussion



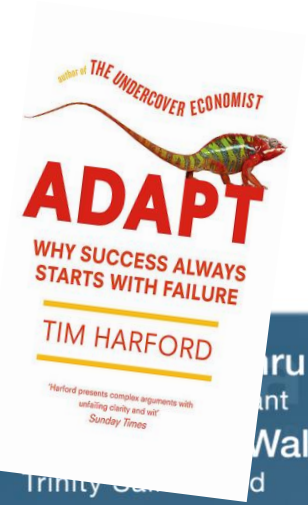
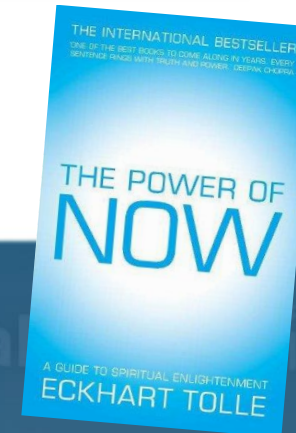
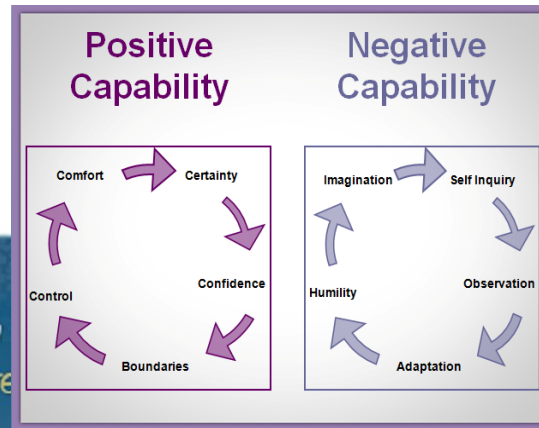
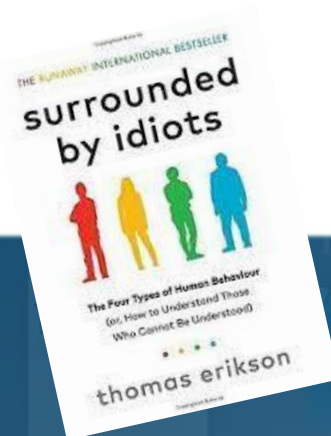
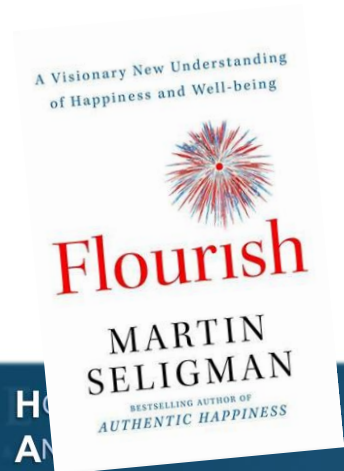
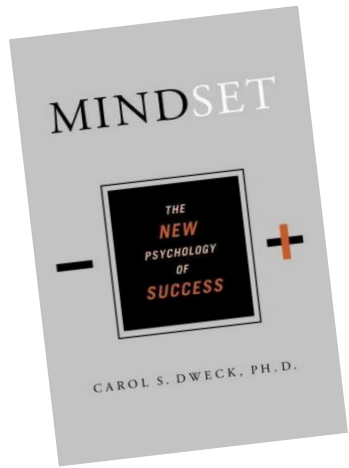
*What are your experiences?
How does this support & challenge you have learnt & "know"?*

What are leadership tools?

How are they used in different settings in organisations?

Our Suggested Learning Principles

1. Adopt a Growth Mindset
2. Get to know you Negative Capability
3. Understand what drives you
4. Learn Mindfully
5. Adapt and Evolve



Effective organisations...

- Know their purpose: clear goal (why/what)
- Know their parameters (what/how)
- Get everything working towards this
- Keep learning

So...

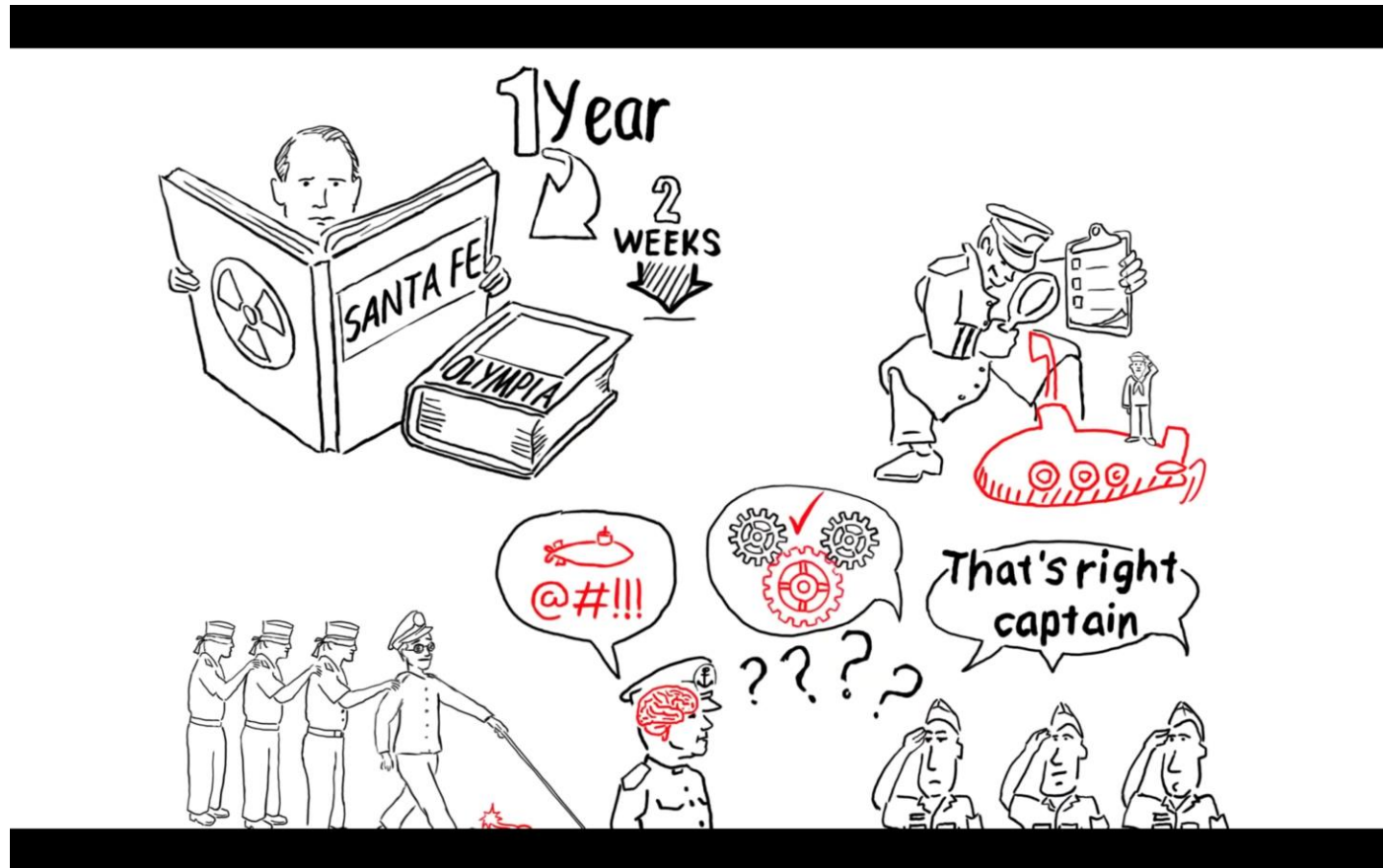
What is organisational management?

Where have you experienced it?

Where have you shown it?

And use in workplaces?

Challenging perceptions...



<https://www.youtube.com/watch?v=HYXH2XUfhfo>

Power dynamics: choose wisely

Controlling

Nurturing

Parent



Adult



*Transactional Analysis
– the Games We Play
Berne (1958)*

Child



Adapted: Compliant vs Rebellious

Free Child

The Consequences?



Controlling Parent



Nurturing Parent



Functional adult



Adapted Child

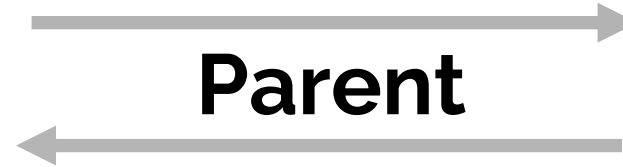


Free Child

The Consequences?

Positive	Negative
Firmness, control, clarity, accountability	Bossy, overbearing, disabling & disengaging
Caring, loving, kind generous	"Rescuers need victims; disable people doing things for them
Logical, rational, problem-solving, balance conflict	Boring, pedantic, limited use of feelings/values
Polite, courteous, accepting, amenable	Sit quietly, can't say "no"; or aggressive, rebellious (or both)
Friendliness, fun, creative, honest, use emotions	Immature, childish, over emotional

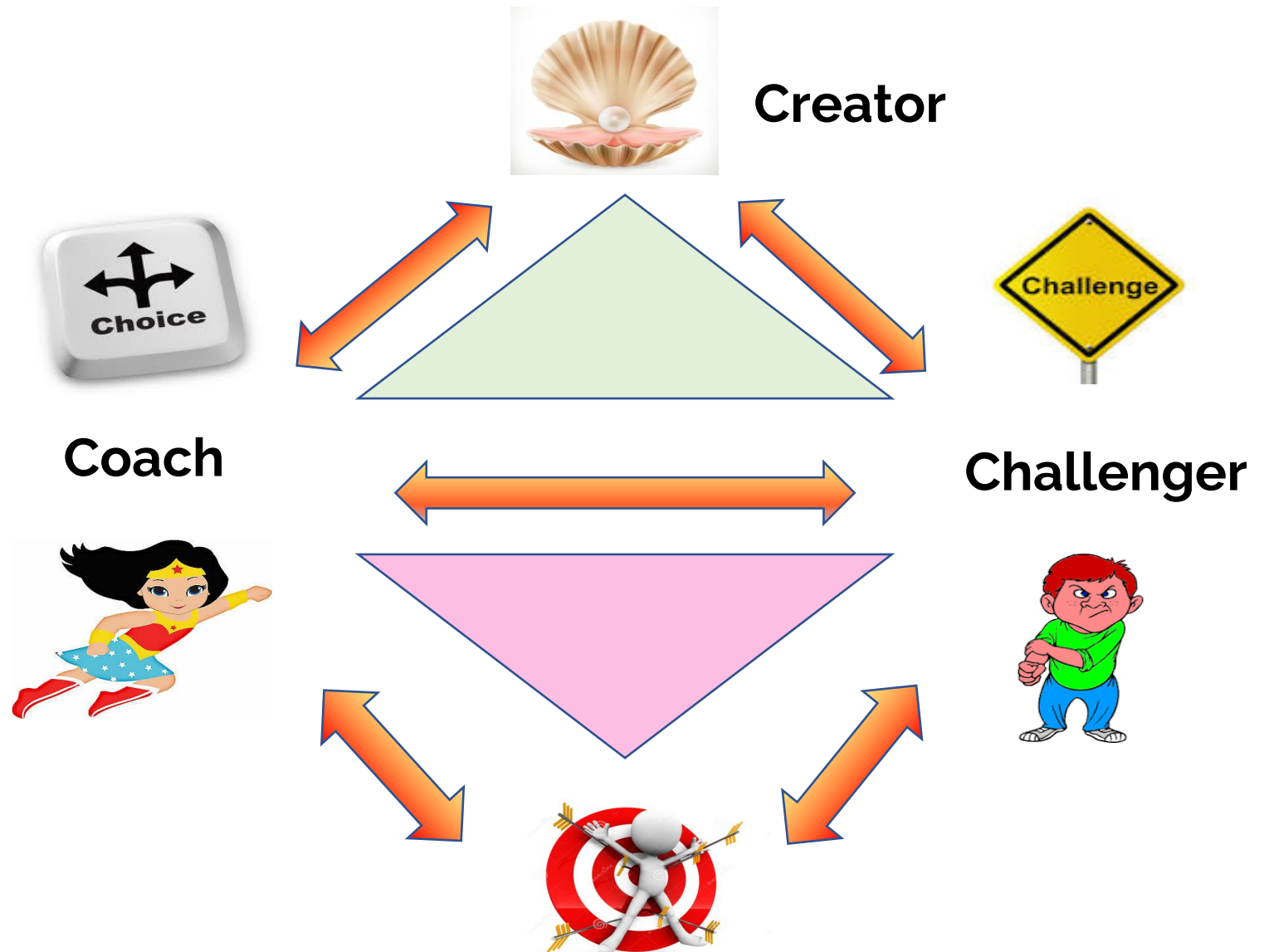
How do we want to do things?



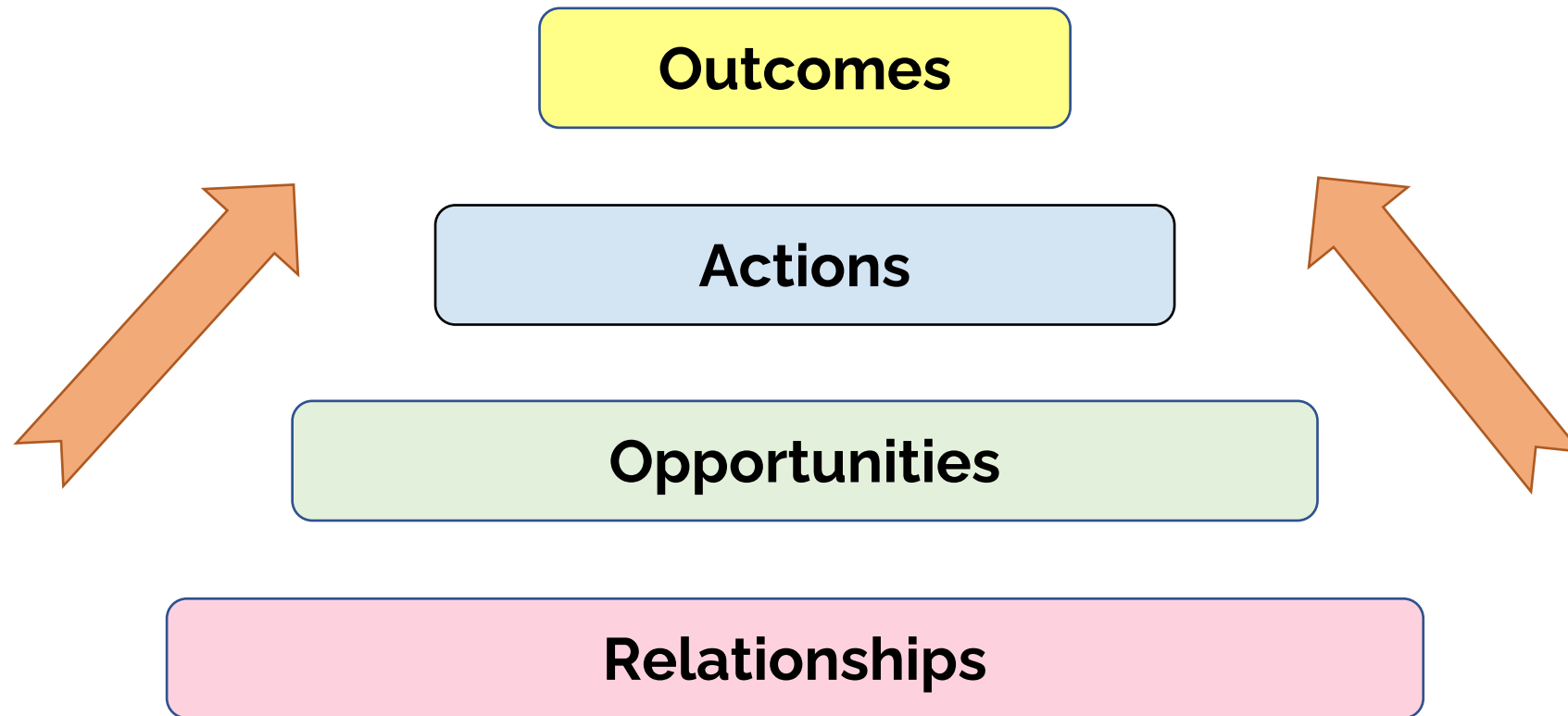
Noticing Drama Triangles...



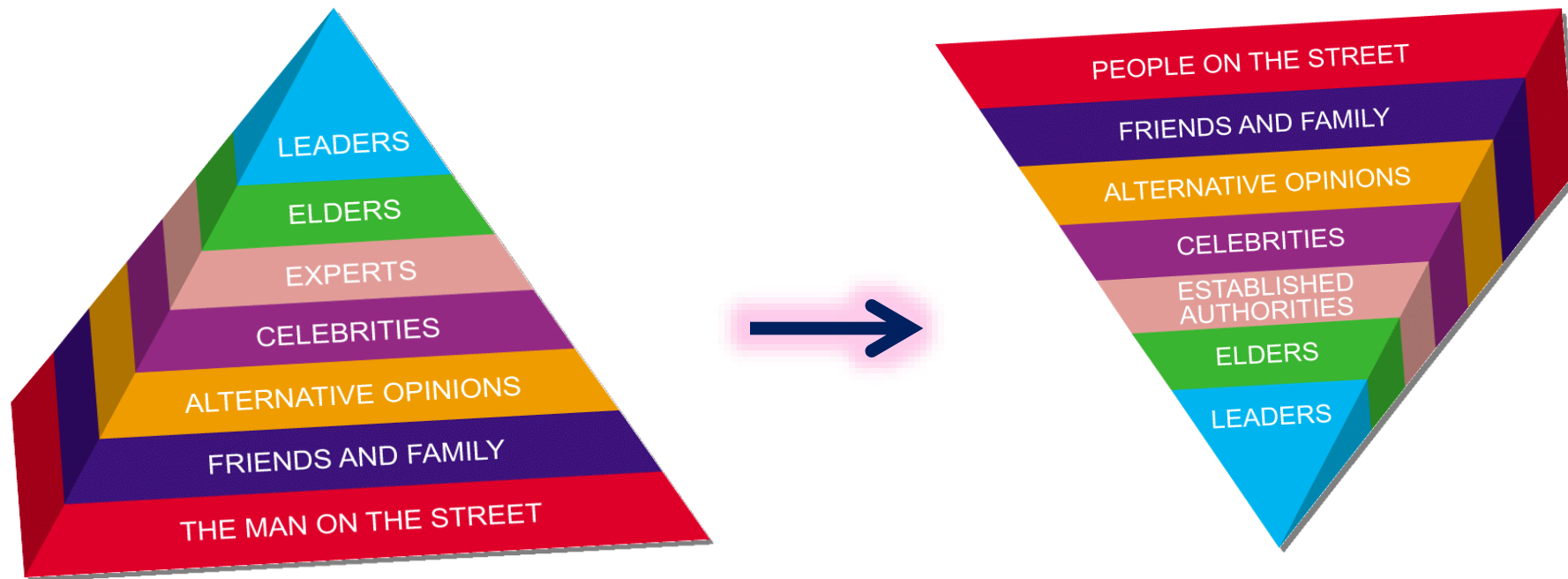
Reframing...
"Fix" or Enable?



What is management trying to achieve?



Deferring to referring...

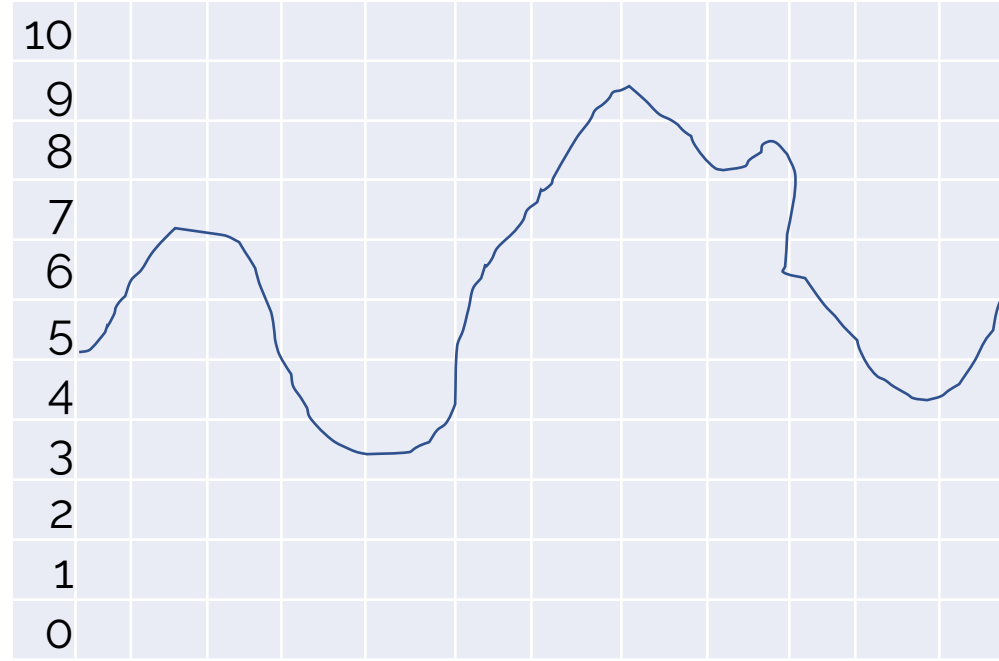
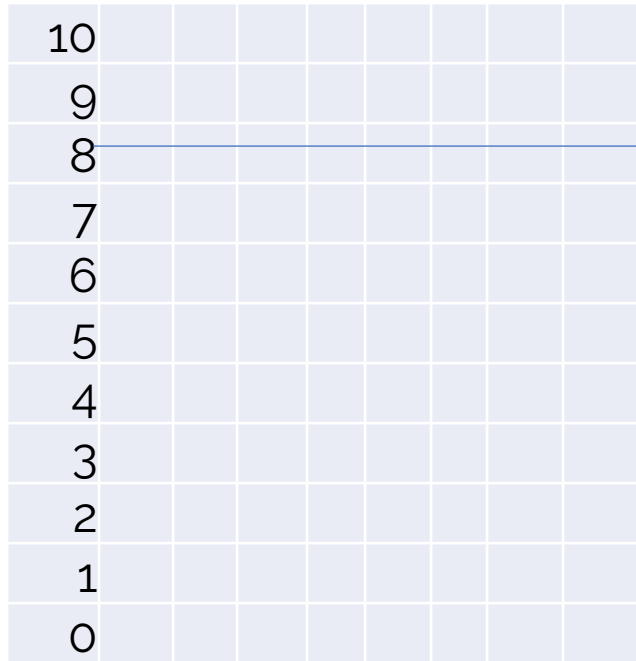


Diversity and Inclusiveness: Design and reality gap...

How most work is designed

Our normal energy flow normally
(any given day, week, year)

What can/should
I/we do? Ask
ourselves & others...

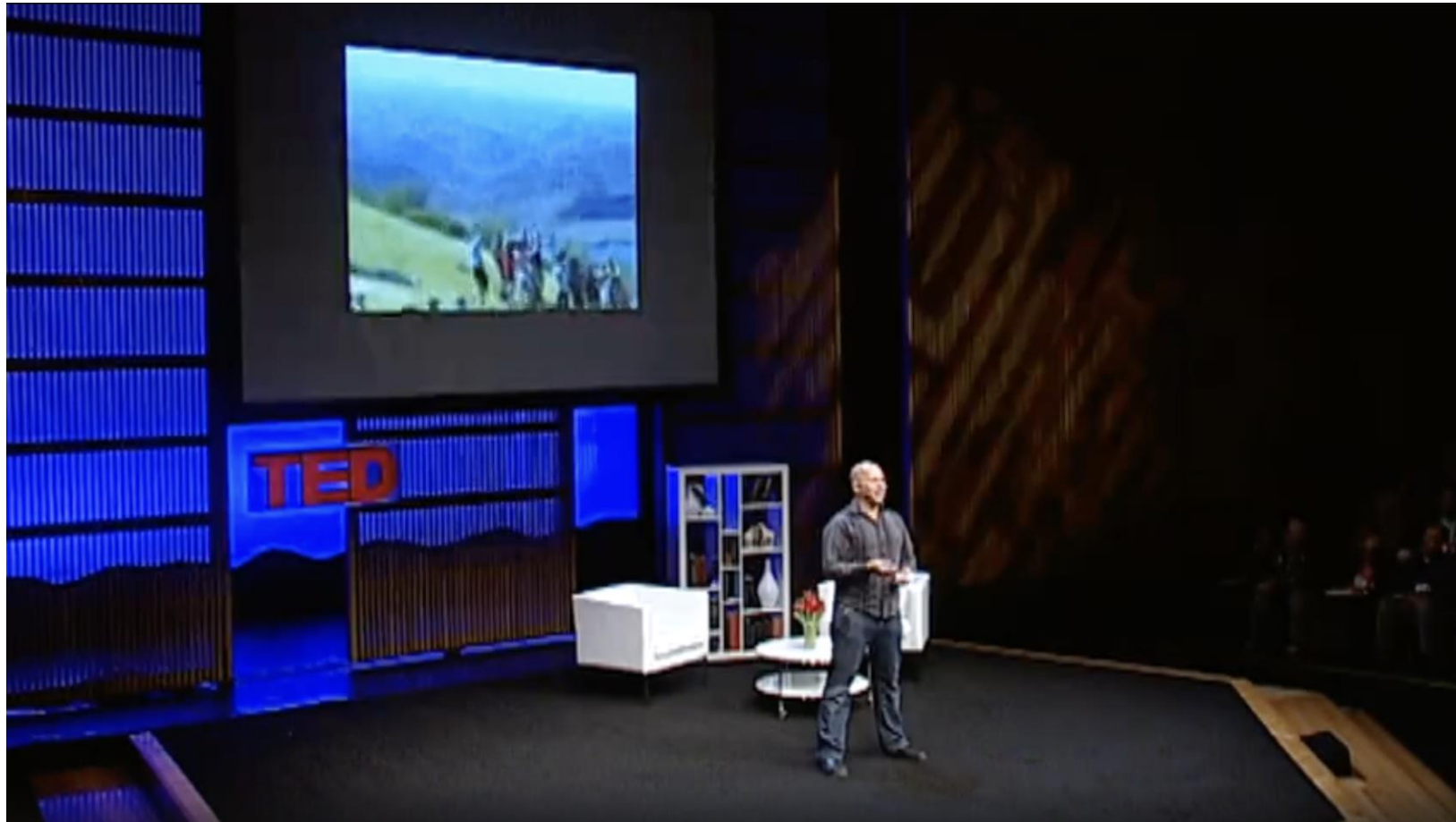


What do you notice
about your energy &
wellness? Highs? Lows?

What can I/we do so that
you move up from where
you are?

How can I help you to
have as much energy/
wellness at work as
possible?

Challenging perceptions...



Reflecting on management...

In your group, share your reflections in turn. What are you feeling? What are you thinking?

Some tips:

- Consider management, leadership & systems you might all recognise
- Consider the context of this management
- Reflect on the skills that have been used: how effective were these?
What worked? What could/should have been better?

What is your biggest learning about management from today?

Until next week

...some questions to consider

Where are you noticing about management around you?... In the world?

What tools and skills do you notice?

What works? Work doesn't? Why?

Why might they be doing what they are doing?

What would you advise them to do to be more effective?