

## COURSE PLAN (Spring 2014)

PROGRAM	:	Higher Diploma in Hotel Operations Management
COURSE TITLE	:	<u>Relational Organizational Behavior Analysis</u>
DURATION	:	1 week
NO. HOURS	:	20
PARTICIPANTS	:	Sem2 students
PLACE	:	Bellevue Hotel
LECTURER	:	Dr. Panayotis Zamaros, Professor

### GENERAL OBJECTIVE

At the end of the program, students will be able to carry out a brief behavioral analysis of a hospitality outlet and its stakeholders with the view of establishing strategies and business objectives.

### COMPETENCIES

Specific Objectives: at the end of the course students will be able to:

- Apply the relational approach to understand the behaviors of hospitality organizations and that of their stakeholders
- Use tested empirical methodologies to analyze and describe behaviors.
- Identify and describe the actions of hospitality organizations
- Identify and describe the actions and attitudes of people in hospitality organizations.
- Identify and describe the actions and attitudes of people in groups.
- Conclude on the actions and attitudes of one self.

### PROGRAMME

The course covers the following topics:

- Appreciating the shift from an open systems perspective to the rational approach
- Understanding the behavior of hospitality organizations
- Understanding the behavior in hospitality organizations
- Understanding the behavior of hospitality stakeholders

### CHRONOLOGY

Day	lesson	PROGRAM TOPICS
1	1	Course Introduction and logistics
	2	<u>Part 0: A shift in perspective</u> Hospitality organizations, groups and individuals in a network of relations
	3	Relational Approach to OB research <i>Application: McDonald's</i>
	4	Understanding the self and others: methods and limitations
2	5	<u>Part 1: The behavior of Hospitality Organizations</u> <i>Elements</i>

		Pictorial metaphors and signifying practices
	6	<u>Part 2: The behavior in Hospitality Organizations</u> <i>Elements</i> A brief on leadership theories <i>Activity: style leadership questionnaire</i>
	7	A brief on management theories <i>Activity: management questionnaire</i> A brief on management concerns
	8	Design and Structure <i>Activity: organizational design questionnaire</i> Knowledge and learning
3	9	Culture and Change <i>Activity: cross-cultural competence</i>
	10	Communication <i>Activity: communication questionnaire</i>
	11	Team building <i>Activity: the Belbin questionnaire</i>
	12	<i>Activity: case study practice</i>
4	13	Decision making <i>Activity: individual v. group decision making</i>
	14	Power perspectives & conflict <i>Activity: personal power profile</i>
	15	<b>Exam: written case study</b>
	16	<b>Exam: written case study</b>
5	17	<u>Part 3: The behavior of Hospitality Stakeholders</u> <i>Elements</i> A brief on perception (sensing and apprehending)
	18	A brief on language and linguistics (experiencing and describing)
	19	<b>Exam: final research presentations</b>
	20	<b>Exam: final research presentations</b>

## METHODOLOGY

Lectures, in-class activities, case studies, research

## TECHNICAL AIDS

Power point slides

## ASSESSMENT

**Written case study (40%):** *students are invited to use organizational behavior tools (questionnaires) to identify behaviors described in a case in about 500 words.* Open source examination: students may use course slides all material used is expected to be referenced. Format: the case is to be word processed and e-mailed for correction. Equipment: computer.

**Research presentations (40%):** *students are invited to use the relational approach to research 1 hotel from the Leading Hotel of the World group and report their findings.* Format: the individual presentation is to last about 15 min. Equipment: computer/memory key.

Participation (20%)

Passing mark: 60%

COURSE SUPPORTING DOCUMENTATION, WEBSITES

[www.zamaros.net](http://www.zamaros.net)

BIBLIOGRAPHY

ZAMAROS, PANAYOTIS (2011), *Organizational Behavioral Studies. The Relational Approach*, CreateSpace

ZAMAROS, PANAYOTIS (2014 forthcoming), *Organizational Behavioral Studies. The Relational Approach Applied in the Hospitality Industry*, CreateSpace