

## DAY 1

- Course Introduction – the syllabus in review

### Part 0: A Shift in Perspective

- Hospitality organizations, groups and individuals
- Relational Approach to OB research
- Understanding the self and others: methods and limitations

## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

The study of organizational behavior: Typically, a) it involves the study of individuals, teams (or groups), and organizational systems and usually in this order for b) the purpose to manage behavior in a given direction.



## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

### A look at Hospitality

Hospitality (industry): it is the business domain where all the tasks that are carried out have one common purpose, whether explicit or implicit, that of attending or even entertaining others, hence a domain with its own idiosyncrasies and relational challenges which are different from other industries.

## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

### A look at Hospitality Organizations

Organizational project: Organizations, and in extension hospitality organizations are typically seen to be a group of individuals who come together because they have a business project that is common to all of them and which is expected to take place for a long period of time.

Consequence: The hospitality organization is seen to be a unit.

## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

Distinction: But if a hospitality organization can be seen to form a closed group, it is also seen to be constituted by groups or teams of individuals, each having its own business project but only relatively to that of the organization as a whole.



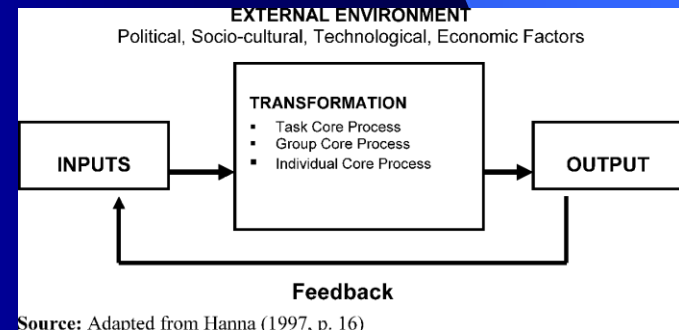
Thus, groups/teams are seen to be the constitutive parts of a hospitality organization as a unitary system.

## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

Summative perspective: organizations seen to be the sum of their constituent parts.

Critique: However, an organization is dependent on groups and individuals outside of it who have a relative influence on the processes and actions of individuals and teams in the organization

Hence: open systems perspective.



Source: Adapted from Hanna (1997, p. 16)

## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

Critique: However, the open systems perspective centers on the organization and downplays the centeredness of its stakeholders.

Therefore: a **relational approach** is necessary!



## HOSPITALITY ORGANIZATIONS, GROUPS AND INDIVIDUALS

### A look at Behavior

*Behavior* can be seen to be an enacted thought or desire. It is not just a way of doing that is publically observable as it is a relation and moreover *in* relation with ways of thinking.

A behavior is therefore an *act*. But “act” (*actum*), a what, presupposes “action” (*actio*), a how: the processes carried out within a hospitality organization determine specific acts. Seen obversely, knowledge of acts gives clues as to the processes that yield them.



## *What's in it for the hotelier?*

*The hotelier is to understand*

- a) That a hospitality organization exists in an environment with important actors with whom the hospitality organization has a relationship of inter-dependence*
- b) That all human actions are traceable and pre-suppose a process, or a sequence of events*

## RELATIONAL APPROACH

Assumptions concerning organizational behavior:

1. Hospitality organizations as units display behavior = *that which the hospitality organization does*
2. Organizational behavior expresses an organizational identity = *that which an organization is*
3. Organizational identities are constructed and expressed = *use of description*

## RELATIONAL APPROACH

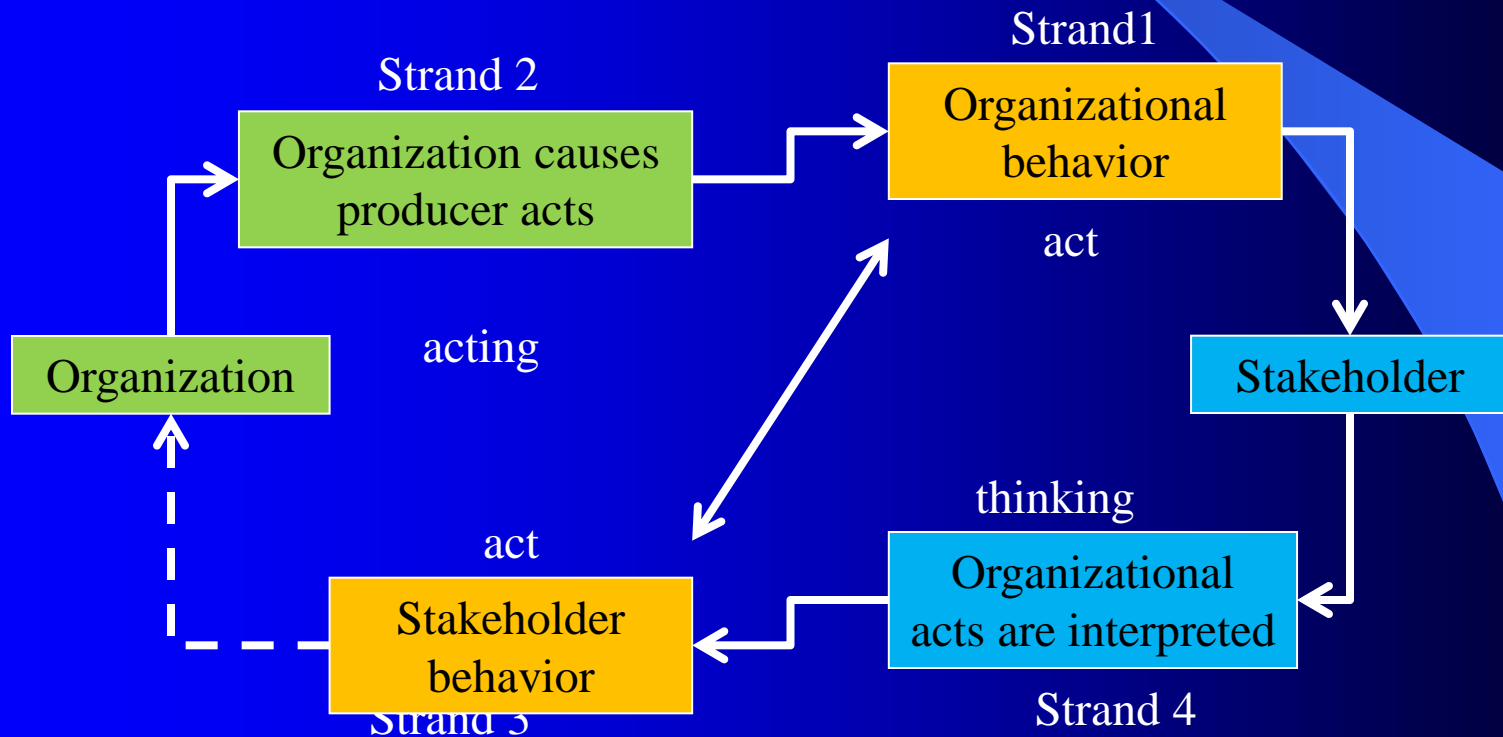
4. Organizational identities are build on value assumptions = *building trust and other values*
5. Organizational identities are a function of organization processes = *leadership, structure, culture, ...*

A relational approach is by definition not unilateral!



## RELATIONAL APPROACH

The issue then is how to identify and describe such behavior; the following framework takes on a *relational approach*:



## RELATIONAL APPROACH

*Strands – hospitality organization*

*Strand 1 – external*

*Ways the hospitality organization uses to inform guests and wider communities about its products, services activities and how it presents itself to them.*

*Indicators (observable & measurable) : advertizing, official communiqués, websites, brochures*

## RELATIONAL APPROACH

*Strands – hospitality organization*

Strand 2 – internal

*What the organization does internally so as to maintain a level of trust with its stakeholders*

Indicators (observable & measurable): value descriptions, quality systems, division of labor, ecological concerns, social responsibility, leadership and management styles

## RELATIONAL APPROACH

*Strands - stakeholder*

Strand 3 – external

*How consumers behave relative to having interpreted organizational acts (i.e. interacted with external indicators)*

Indicators (observable & measurable): stakeholder opinion polls, AGM behaviors, press reports, investor confidence, statistical measures

## RELATIONAL APPROACH

*Strands - stakeholder*

Strand 4 – internal

*How the consumers and wider communities think of the hospitality organization in terms of its behavior, activities and products.*

Indicators: none as they are neither observable nor measurable – belong to the domain of perception



## RELATIONAL APPROACH

*Example: McDonalds*

*Strand 1: website, advertisements, surveys*

*Strand 2: corporate info; getting into the company*

*Strand 3: -*

*Strand 4: research, articles, critiques, statistics, surveys*

## *What's in it for the hotelier?*

*What the relational approach emphasizes is that*

- a) Hospitality organizations, even though abstract entities, behave*
- b) The behavior of stakeholders is as important as that of the hospitality organization and vice versa*
- c) There is a sameness in the origins of behavior: for both the hospitality organization and stakeholder, the origin is a decision-making process*

## RELATIONAL APPROACH

Activity: research 1 hotel from the Leading Hotels of the World group or Kiwi Collection to carry out a behavioral analysis along with the following points

### Hospitality organization (strand 1)

1. Choose hotel from the two links
2. Analyze ads, pics, and descriptions in these links
3. Further look into the hotel's own website
4. Establish behavior of the hotel: how does it appear to you as a guest/customer (stakeholder)? (use brand-qualifiers)

## RELATIONAL APPROACH

### Activity:

#### Guest (stakeholder) (strand 3)

1. Find guest/consumer comments on and about the hotel you have chosen through Tripadvisor or other sites
2. Establish the behavior of the guest/consumer: how does the guest appear to you as the hotelier? (use person-qualifiers)

## RELATIONAL APPROACH

Activity:

### The relationship

How would you qualify the relationship between the hotel and its guests? (you may use relationship-adjectives)

## UNDERSTANDING THE SELF AND OTHERS: METHODS

Understanding and describing: Understanding the organization and its stakeholders involves

- a) the collection of information
- b) its analysis and
- c) the construction of a coherent descriptive system, a worldview, a mythology, as locally organized true postulates as finite descriptions which are used to make sense of the world (hence adopting a perspective, a specific viewpoint)

## UNDERSTANDING THE SELF AND OTHERS: METHODS

### Methods for collecting information:

- ✓ self-directed approach: inquiring about one's own organization (quality-assurance or strategic approach) or about one's own experience as consumer; methods: diary (e.g. f&b consumption analysis) and narrative (e.g. travel experience analysis)

## UNDERSTANDING THE SELF AND OTHERS: METHODS

### Methods for collecting information:

- ✓ other-directed approach: I inquire about others or how others see an issue; methods: survey (e.g. questionnaire or interview), observation (e.g. job analysis), documentary analysis (e.g. content analysis of websites)



## UNDERSTANDING THE SELF AND OTHERS: METHODS

### Activity:

Specify the behavioral analysis tools that you used in the previous activity.

