DAY 2

Part 1: The behavior OF Organizations

- Elements
- Pictorial metaphors
- Market-based behaviors

Part 2: The behavior IN Organizations

- Elements
- Leadership theories (trait, style, contingency, path-goal, transactional, transformational)
- *Activity: leadership questionnaires*
- Management theories (rational and non-rational)
- *Activity: management questionnaire*

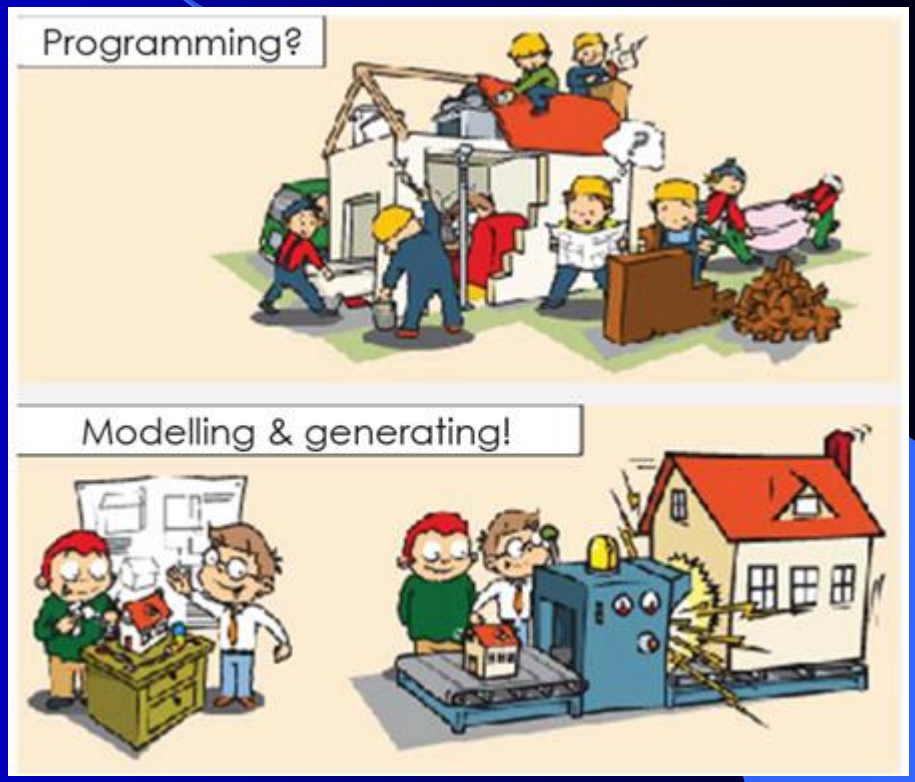
Elements

1. Pictorial metaphors
2. Information flow
3. Market-based

Pictorial Metaphors

Pictorial metaphors that websites and ads use and by extension all lexical construct, are statements that transfer meaning.

Example: Programming = modeling & generating

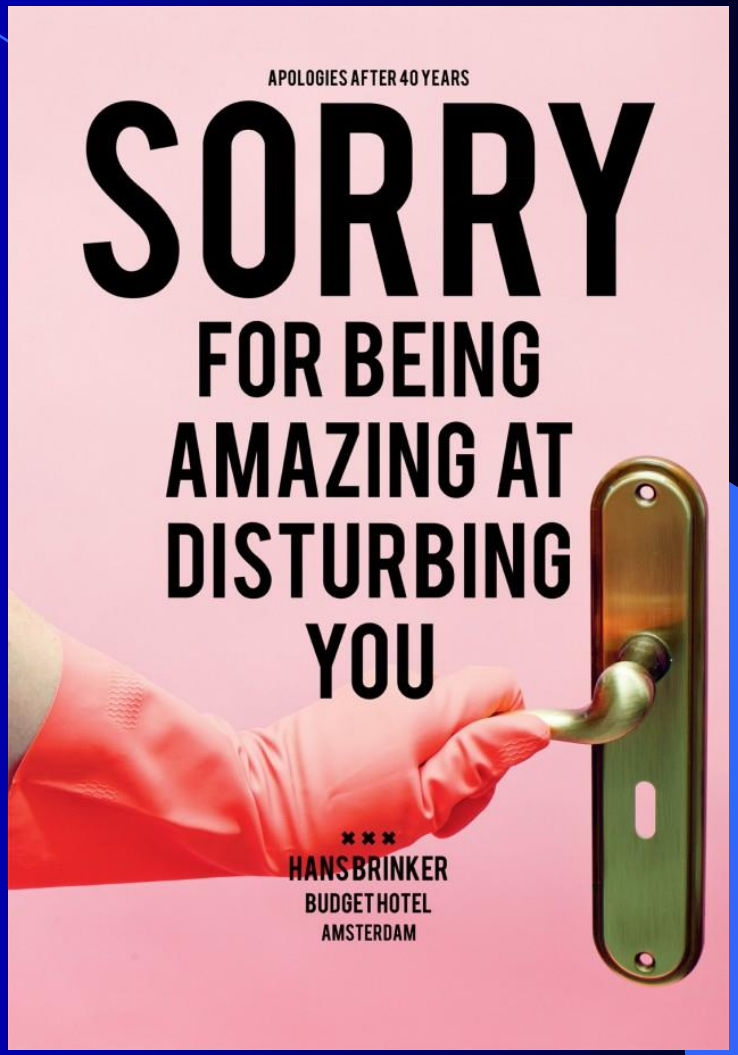


The purposes of pictorial metaphors are:

- ✓*Relaying*: passing on meaning, ideas, values
- ✓*Anchoring*: capturing attention

The achievement of these purposes depends on *relevance*, i.e. that the pictorial metaphor "speaks" to the stakeholder, which in turn implies *knowledge of the pictorial codes and language*.

Example: in this Hans Brinker Hotel ad what is a) relayed is the utmost quality of hospitality is not respecting the quiet of guests, but the disturbance of housekeeping staff as indicative of high-standard service and thus b) the anchoring effect is this contrast that brings about humor



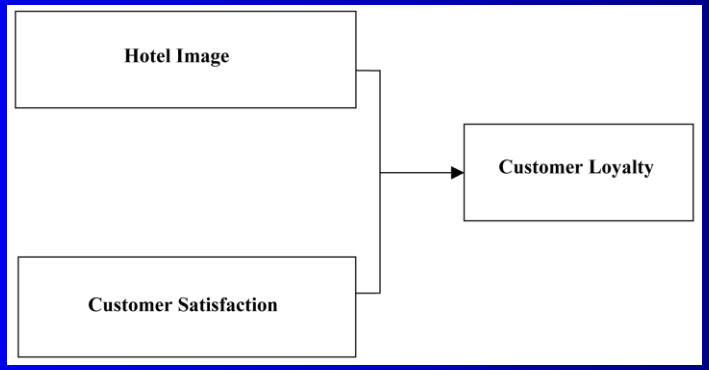
Information Flow

Typically *information flows from the hospitality organization to the stakeholder* with the assumption that the hospitality organization has encoded meanings that the stakeholder understands.

Seen otherwise, the encoded meanings are the result of internal organizational activity, hence organizational decision-making.

ORGANIZATIONAL BEHAVIOR OF ORGANIZATIONS

However, in a relational approach, *information flows both ways*: where the hospitality organization seeks to communicate information (and construct an image), the stakeholder – here the customer, in finding the information relevant, partakes in this communication (displayed as satisfaction), and hence customer loyalty.



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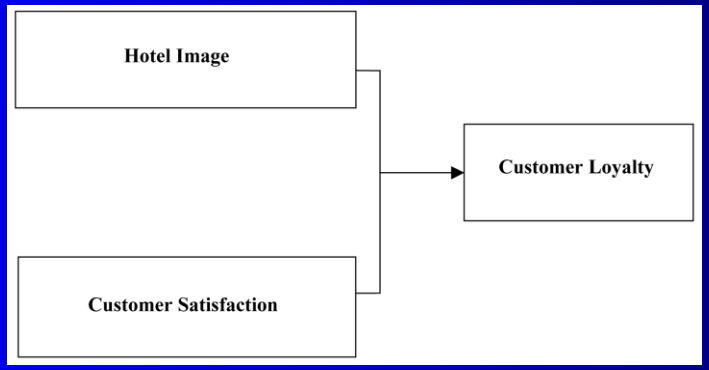
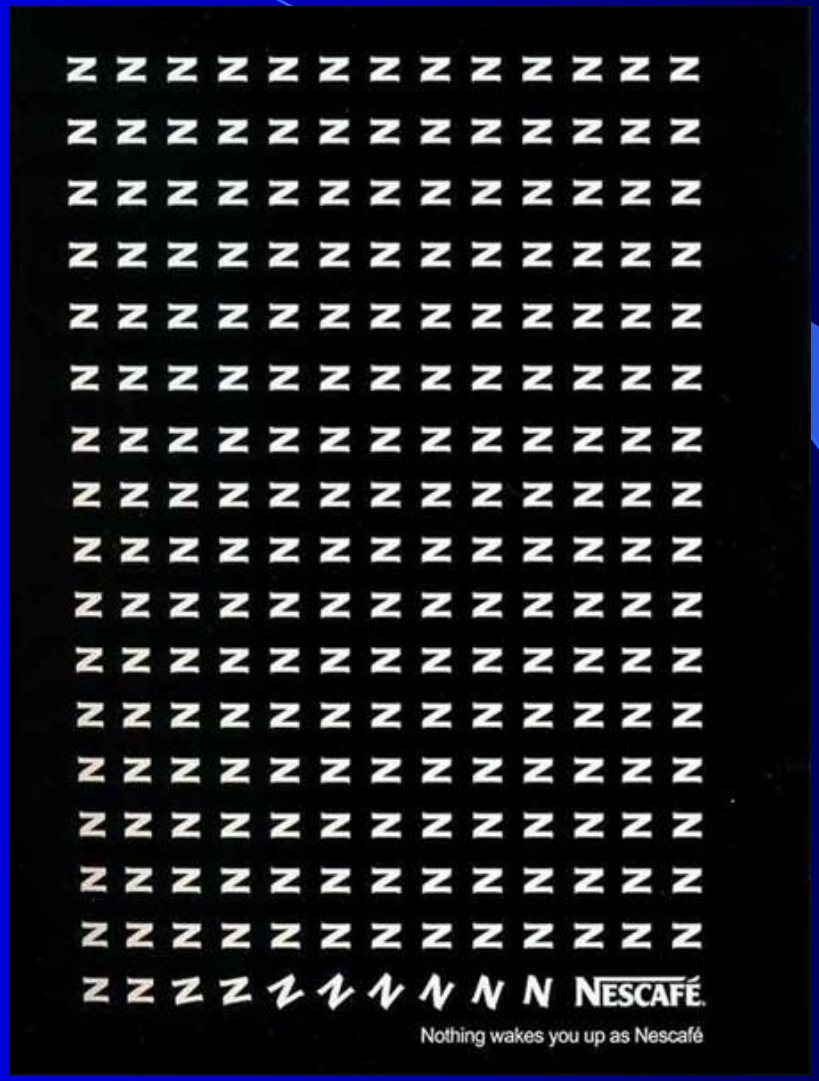


Activity: Establish the metaphors in the following ads

Ad 1: Heinz

Ad 2: Noodleslurper

Ad 3: Nescafé



Market-based:

type	drive
Passive competition (e.g. local restaurant)	• Location-accidentally
Dynamic competition (e.g. 3* Michelin restaurant)	• Location-choice • Product and market differentiation
Non-competition (e.g. MacDonald's	• Collusion – win-win synergies • Associative oligopoly • Monopoly – location-driven

What's in it for the hotelier?

The behavior OF hospitality organizations

a) *Is expressed by means of written and visual documents that carry meaning*

b) *Depends on the market in which a hospitality organization is, that is, the production organization proper, competition, and environmental factors*

Elements

1. Leadership
2. Management
3. Design and Structure
4. Knowledge and learning
5. Culture (ethos) and Change
6. Communication
7. Team building
8. Decision making
9. Power

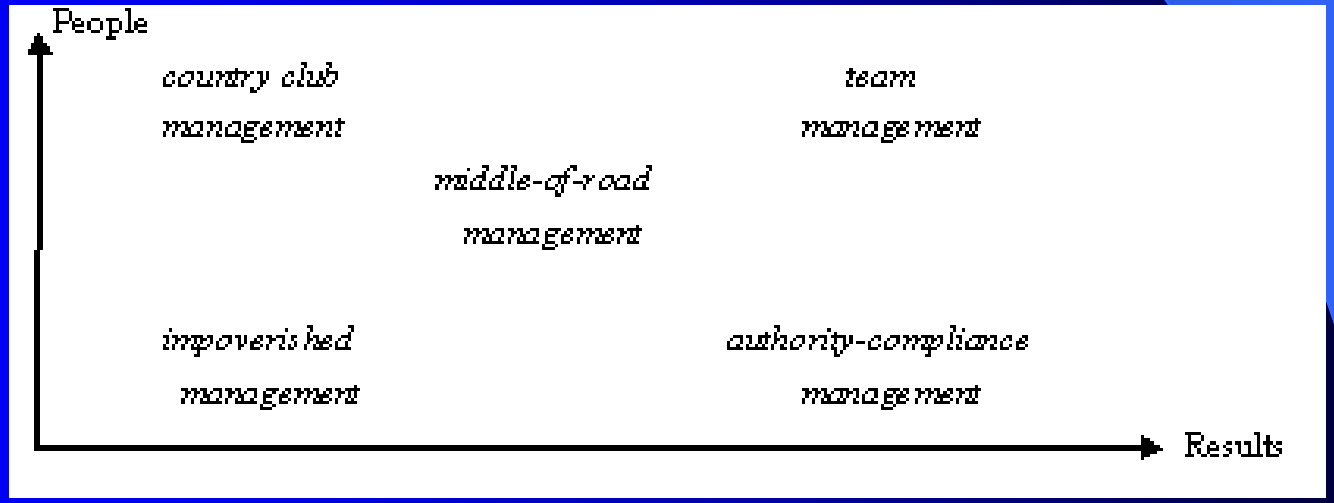
Leadership Theories

Traits theories consider that are seen as distinctive *internal qualities* that include physical and personality characteristics, skills and abilities and social factors.

Under the trait approach the following traits are central:

Intelligence; Self-confidence; Determination; Integrity; Sociability

The ***style theories*** emphasizes the behavior of the leader. The latter is distinguished between task behaviors (results) and relationship behaviors (people):



Motivational theories such as path-goal are concerned with what means (path) leaders need to use motivate members for the achievement of tasks (goals)

Leadership behaviors include:

- ✓ *Directive*: instructions and guidelines
- ✓ *Supportive*: attend to the well-being of members
- ✓ *Participative*: share in decision-making
- ✓ *Achievement-oriented*: challenge others to perform quality work

Transactional theories emphasize trade-offs

Leadership behaviors include:

- ✓ *Contingent reward*: use of incentives
- ✓ *Passive management by exception*: use of corrective actions
- ✓ *Active management by exception*: monitor work
- ✓ *Laissez-faire*: show passive indifference about the task

Transformational theories show leaders' attempts to raise participants' needs to higher levels of motivation

Leadership behaviors include:

- ✓ *Idealized influence*: identification with the leader.
- ✓ *Intellectual stimulation*: view problems from a new perspective.
- ✓ *Individualized considerations*: encourage followers.
- ✓ *Inspirational motivation*: modeling of appropriate behaviors.

Activity: leadership questionnaire

Purpose: To use surveys to discover the application of style theory

Management theories

The rational theories: With Taylor and Fayol, management is seen to be a rational activity concerned with finding the most *effective and efficient ways* possible of deploying resources in order to achieve the purposes of the organization.

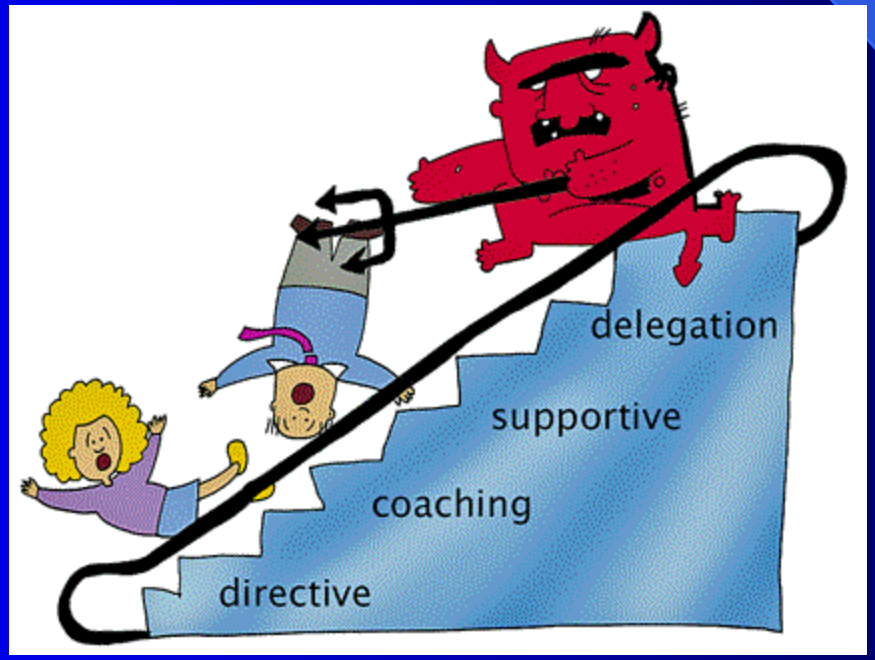
Assumption: The rational perspective considers humans as essentially lazy – McGregor's theory X

The non-rational theories: With Mintzberg management is non-rational in the sense that organizations like amoebas need to *constantly change and adapt* to their environment and thus there are many possibilities to achieve organizational goals.

Assumption: The non-rational perspective considers humans as essentially creative – McGregor's theory Y

Activity: management questionnaire

Purpose: To identify the management style you prefer to operate in



A brief on Management concerns

Managers have:

- ✓*Rational*: a concern for processes, figures and tasks
- ✓*Emotional*: a concern for people perceptions
- ✓*Cultural*: a concern for unity
- ✓*Power*: a concern for politics
- ✓*Discursive*: a concern for describing and imaging
- ✓*Turbulent*: a concern with the business environment

What's in it for the hotelier?

The hotelier is to appreciate that

a) *The behavior IN hospitality organisations is a function of management and leaderhip style*

b) *Management and leadership theories seek to capture into patterns some of the many ways or styles of leading and organiszing a hospitality outlet*

c) *Questionnaires seek to reveal in respodents some facets of their own nature and behavior; they are reliable tools that can be used as such or with modifications*

Design & Structure

Organizational structure: Formal pattern of interactions and coordination designed by management to *link the tasks of individuals and groups* in achieving organizational goals.

Elements: Organizational structure consists mainly of:

- ✓Assigned tasks and responsibilities
- ✓Clustered individual positions
- ✓Required mechanisms to facilitate coordination

Patterns: The most commonly used structures include:

- ✓ *Functional structure*: similar expertise, skills and work activities e.g. finance, HR, Marketing, management
- ✓ *Divisional structure*: similarity of products or markets e.g. rooms and f&b
- ✓ *Hybrid structure*: both of the above e.g. typical hotel departments
- ✓ *Matrix structure*: Superimposes a horizontal set of divisional reporting relationships onto a hierarchical functional structure e.g. quality management

Process: Developing an organizational structure is referred to as *organizational design*.

Representational tool: An organizational structure is shown by means of an *organizational chart* that provides a visual map of the chain of command.

Critique: Organizational charts tend to be rigid: *fail to capture micro-changes let alone the complexity of organizational relationships.*

ORGANIZATIONAL BEHAVIOR IN ORGANIZATIONS

What's in it for the hotelier?

The hotelier is to understand that describing a hospitality organization by means of organizational charts is a useful exercise but one which fails to capture the actual relations and that blind belief in the chart can stifle relationships.

A brief on Knowledge & Learning

Knowledge is acquired through learning by

- ✓ *acquaintance*, in that one is directly aware of a thing as it is: experiencing organizational life and the various activities that characterize it
- ✓ *description*, whereby a thing is given by means of a description independently the presence of the thing: reports, views, opinions and other data collected by carrying out analyses or formally put, audits

A brief on the Learning Community

Since acquiring knowledge implies learning, a hospitality organization is therefore thought of as a *learning community with the following features:*

- ✓*Consensual environment*
- ✓*Strong cultures of collaboration*
- ✓*Acknowledged common direction*
- ✓*Core values*