

## Unit 5: Leadership and Management for Service Industries

<b>Unit code</b>	<b>D/616/1792</b>
<b>Unit type</b>	<b>Core</b>
<b>Unit level</b>	<b>4</b>
<b>Credit value</b>	<b>15</b>

### Introduction

The ability to lead and manage effectively is highly sought after by service industry employers as they seek to produce and develop managers that can motivate, enthuse and build respect throughout their workforce.

This unit is a Pearson-set unit. Tutors will choose a topic based on a theme and selection of topics provided by Pearson (this will change annually). This will enable students to explore and examine a relevant and current topical aspect of leadership and management in the context of the service sector environment.

The unit enables students to gain understanding of leadership and management principles, and to review their potential for a career in management in the service sector. After exploring organisations' structures and cultures, students will learn classical management theories and leadership styles, and how these are applied to managing commercial organisations.

In addition to the students gaining a good understanding of how management theories are practised in today's industries, they will also evaluate effective management and leadership skills for the service industries through application and reflection on skills required and applied in a service industry context.

**\*Please refer to the accompanying Pearson-set Assignment Guide and Theme and Topic Release document for further support and guidance on the delivery of the Pearson-set unit.**

## **Learning Outcomes**

By the end of this unit students will be able to:

1. Review classical management theories and leadership styles
2. Explore the factors that influence different management styles and structures in a service industry context
3. Assess current and future management and leadership skills for the service sector
4. Demonstrate management and leadership skills in a service industry context.

## Essential content

### LO1 Review classical management theories and leadership styles

#### *Organisational structure and culture:*

Different types of organisational structures e.g. unitary, centralised, de-centralised, divisional, matrix, process

Organisational culture definition, types e.g. Handy's theory, Deal and Kennedy

Determinants of culture, cultural change and ethical issues

#### *Management and leadership:*

The functions of management related to different theories of management e.g. classical management, administrative (Fayol), scientific (Taylor), behavioural and contingency theory

The definitions and differences of both a leader and manager

The role of the leader versus the role of the manager

Different leadership styles

Motivational management e.g. Maslow, Herzberg

### LO2 Explore the factors that influence different management styles and structures in a service industry context

#### *Internal organisational factors:*

Complex business demands and alignment

Complex financial and investment management

Internal relationships, organisational structures and culture

Innovation

Multicultural and international workforce

Employee engagement and commitment

#### *External factors:*

Managing diverse talent, stakeholders and customers

Globalisation and promoting global capabilities

Digital and innovative disruption e.g. Airbnb, HomeStay and Onefinestay

Mobile and intuitive interface developments creating a personalised service economy e.g. Foursquare

Experience creation versus brands

### **L03 Assess current and future management and leadership skills for the service sector**

#### *Management skills:*

The characteristics and skills of an effective manager e.g. team dynamics, planning, decision-making, strategic mindset, problem-solving, communicating (verbal and non-verbal), motivating, delegating, managing discipline and dealing with conflict

Approaches to management e.g. task orientation and relationship orientation

#### *Leadership skills:*

Soft skills e.g. communication, delegation, inspirational motivation, positive attitude, trustworthiness, creative thinking and innovative problem-solving, giving and receiving feedback, taking responsibility for both success and failure, cultural sensitivity, global outlook and agility

Approaches to successful leadership e.g. situational, transformational and inspirational leadership

The hard skills of management versus the soft skills of leadership

The growing importance of 'soft skills' for the service industries

#### *Developing capabilities and self-awareness:*

The importance and significance of reflective practice for career development

### **L04 Demonstrate management and leadership skills in a service industry context**

#### *The Service industry context:*

Differentiate between the many roles and responsibilities of a service sector manager

Different communication processes and strategies applied in different contexts

Principles of change management

#### *Developing leaders in the service industry context:*

Redefining capabilities and leadership qualities for a dynamic environment

Development of multicultural leaders from different backgrounds and perspectives

Investment in management and leadership development

Coaching and mentoring opportunities

## Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
<b>LO1</b> Review classical management theories and leadership styles			<b>D1</b> Evaluate a specific service sector organisation's current management and leadership styles making links to theorists and providing evidence of organisational practice
<b>P1</b> Assess different classical management theories and apply these in a service industry context	<b>M1</b> Analyse management and leadership styles in a specific service sector organisation in relation to organisational structure and culture		
<b>P2</b> Explain the role of the leader and different leadership styles in a service sector industry context			
<b>P3</b> Review the management and leadership styles in a specific service sector organisation			
<b>LO2</b> Explore the factors that influence different management styles and structures in a service industry context			<b>D2</b> Critically analyse how specific management styles have been influenced and changed by internal and external factors in a selected service industry organisation
<b>P4</b> Investigate the internal and external factors that influence management styles and structures in a selected service industry organisation	<b>M2</b> Analyse the internal and external factors that influence management styles and structures in a selected service industry organisation, identifying strengths and weaknesses		
<b>LO3</b> Assess current and future management and leadership skills for the service sector			<b>LO3 LO4</b> <b>D3</b> Critically evaluate how, in response to change, management and leadership skills in the service sector have developed
<b>P5</b> Assess current management and leadership 'hard' and 'soft' skills, providing evidence from specific service sector examples	<b>M3</b> Evaluate current and future management and leadership skills that are crucial for the service sector		
<b>P6</b> Discuss future management and leadership skills required by the service sector and how these can be achieved			

Pass	Merit	Distinction
<b>LO4</b> Demonstrate management and leadership skills in a service industry context		
<b>P7</b> Compare and contrast different service industry organisations' change management systems and leadership in implementing change	<b>M4</b> Analyse how change management affects management and leadership skills and styles	

## Recommended resources

### Textbooks

BROOKS, I. (2008) *Organisational Behaviour: Individuals, Groups and Organisation*. 4th ed. Harlow: Pearson.

COLE, G.A. (2011) *Management: Theory and Practice*. 7th ed. London: Cengage Learning.

HUCZYNSKI, A.A and BUCHANAN, D.A. (2013) *Organisational Behaviour: an Introductory Text*. 8th ed. Harlow: Pearson.

MULLINS, L. (2016) *Management and organisational behaviour*. 11th ed. Harlow: Pearson.

ROBBINS, S.P and JUDGE, T.A. (2008) *Essentials of Organisation Behaviour*. 9th ed. New Jersey: Prentice Hall.

SHEPPARDSON, C. and GIBSON, H. (2011) *Leadership and Entrepreneurship in the Hospitality Industry*. Oxford: Goodfellow Publishers.

### Websites

[www.cipd.co.uk](http://www.cipd.co.uk)

Chartered Institute of Personnel  
Development

Leadership Factsheet  
(General Reference)

[www.i-l-m.com](http://www.i-l-m.com)

Institute of Leadership and Management  
(General Reference)

[www.lmi-world.com](http://www.lmi-world.com)

Leadership Management International  
(General Reference)

### Links

This unit links to the following related units:

*Unit 3: Professional Identity and Practice*

*Unit 4: The Travel and*

*Tourism Business Toolkit*

*Unit 44: Organisational*

*Behaviour*