

How has Management changed?

To begin with, how do you think management has **changed** in the last 20 years?

What are management and leadership like in China? (consider: control, hierarchy, decision-making, rewards, communication etc.)

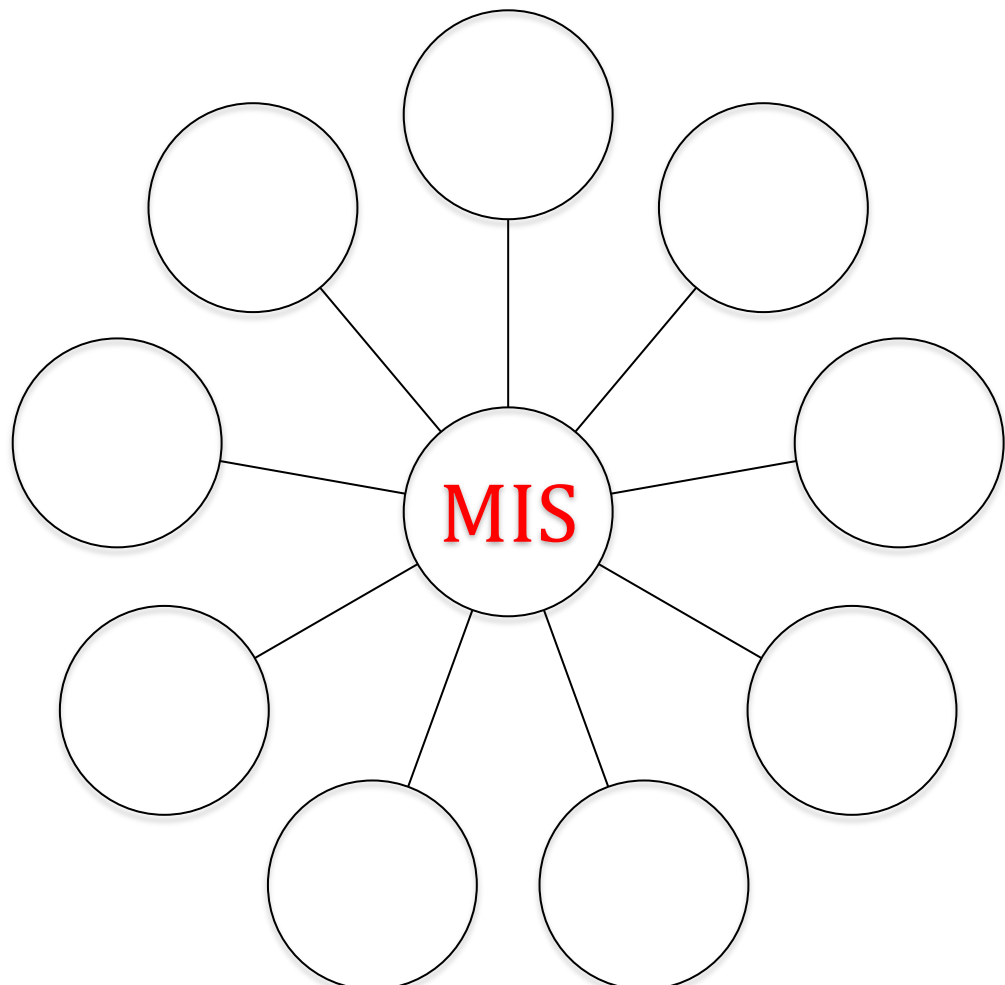
Technological change has increased the speed that **information** flows through organizations/companies.

What kind of **Technological** change do we have?

20 years ago in HAT: Consider how slow information used to flow. Paperwork, manual calculations and looking through irrelevant information to find what you're looking for. Human errors, to time collect and analyse information By the time the information had been collected and analysed, the information was **out-of-date** and had expired Therefore, how could we make good and accurate **management** decisions?

Nowadays in HAT: Today we have **Management information Systems (MIS):** an **information** system connected by joining different computers together in order to share data and resources. This allows us to have **up-to-date** information regarding the company's **performance:** for example: **occupancy forecasts** sales

MIS at a hotel: complete the different departments in the circles



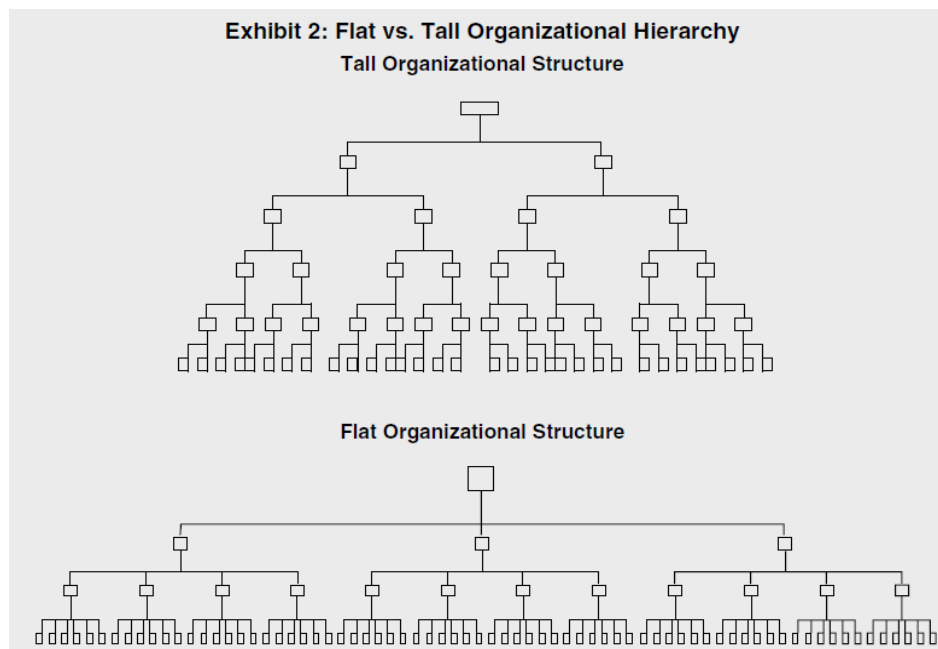
Managers now have information from **all of the departments**.

How does this help the manager **and** the hotel operate?

MIS: changes in business conditions, expectations of guests and employees has opened new opportunities for leaders to rethink and reinvent the way they do business.

Many hospitality organizations have now:

- Flattened their organizational structure
- Redistributed power and responsibility
- Released decision-making **power** to the lowest **levels**
- Thus, redefining roles, responsibilities and competencies of managers at every level.



What are the **advantages** and **disadvantages** these structures?

	Advantages	Disadvantages
Flat structure		
Tall structure		

The modern manager: what do you think a 'Modern Manager' is and has?

Summary of worksheet	Summary of worksheet in Chinese

In your opinion, what is the most important thing to remember?

What are the keywords from this worksheet?

English:	Chinese translation: