

HOTEL MANAGEMENT

The Brazilian Case of Pontes Hotéis & Resorts Chain Based on the Multidimensional-Reflective Model of Organization

Anderson Gomes de Souza

Maria de Lourdes Barbosa

Universidade Federal de Pernambuco - Recife, Brasil

Michelle Helena Kovacs

Marisa P. de Brito

NHTV University of Applied Sciences - Breda, Países Bajos

Hotel enterprises have shown their increasingly prominent role on the new Brazilian business scenario. Such organizations represent complex structures whose shape is impossible to follow a general pattern rigidly established. Therefore, the purpose of this study was to analyze a hotel organization to demonstrate the hybridity that characterizes the management form adopted by its managers, based on the Multidimensional-Reflective Model. For that, a case study was carried out and the analysis led to the comprehension of the domination mode within the hotels belonging to the chain studied, through the view of the types derived from the model. Thus, through the content analysis of the data collected by in-depth interview with a manager of the group, it was found that the organization revealed a predominance of certain elements which characterizes it as equiparative-adapting, framing its management style in such a structural type.

KEY WORDS: *organizational analysis, hospitality, structural types, case study.*