

Coursework: management and leadership

[Business](#), [Management](#)



Management and Leadership Coursework

Your report should include the following information:

- complete company name, company's start, line of business, management team, and recent performance.
- identification of the company's mission, goals, and corporate strategy.
- notable management issues.

Task 2

Individual 10% answer three questions in Exam conditions related to your case application. Given your research and your answers provide a reflection on whether you would consider working for such a company (provide a convincing argument to support your endorsement or condemnation of the company). Your report should follow the below format.

This assignment will assess your ability to:

1. Provide an overview and control task
2. Identify and discuss relevant management issues
3. Access & document relevant resources
4. Use professional language appropriate to the task including:
 - register
 - vocabulary choice
 - the complexity of language and tone

Case Application 3

Making you Say Wow (Chapter 3 page 68-69)

When you hear the name the Ritz-Carlton Hotels, what words come to your mind? Luxurious? Elegant? Formal, or maybe even stodgy? Way beyond my budget constraints? Three words that the company hopes to come to mind are exemplary customer service. Ritz-Carlton is committed to treating its guests like royalty. It has one of the most distinctive corporate cultures in the lodging industry, and employees are referred to as “our ladies and gentleman.” Its motto is printed on a card that employees carry with them: “We are Ladies and Gentleman serving Ladies and Gentleman.” And these ladies and gentlemen of the Ritz have been trained in very precise standards and specifications for treating customers. These standards were established more than a century ago by founders Caesar Ritz and August Escoffier. Ritz employees are continually schooled in company lore and company values. Every day at 15-minute “lineup” sessions at each hotel property, managers reinforce company values and review techniques. And these values are the basis for all employee training and rewards. Nothing is left to chance when it comes to providing exemplary customer service. Potential recruits are tested both for cultural fit and for traits associated with an innate passion to serve.

A company executive says, “The smile has to come naturally”. Although staff members are expected to be warm and caring, their behavior towards guests had been extremely detailed and scripted. That is why a new customer service philosophy implemented in mid-2006 was such a radical departure from what the Ritz had been doing. The Company’s new approach is almost the opposite of what the company had been doing. Do not tell employees how to make guests happy. Now they are expected to figure it out. Says Diana Oreck, vice president, “We moved away from the heavily

prescriptive, scripted approach and toward managing to outcomes”. The outcome didn’t change, though. The goal is still a happy guest who’s wowed by the service received. However, under the new approach, staff members' interactions with guests are more natural, relaxed, and authentic rather than sounding like they are recited lines from a manual Note: Instructors must insert their own three questions.