

Organizational behavior assignment



**ASSIGN
BUSTER**

Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis Assessment 2 THE GRADUATE SCHOOL OF MANAGEMENT The University of Western Australia Manila MBA Program ASSIGNMENT COVER SHEET MGMT8501 ORGANISATIONAL BEHAVIOUR 1. PLEASE ENSURE THAT YOU HAVE AN EXTRA HARD COPY OF YOUR ASSIGNMENT BEFORE SUBMITTING. 2. STAPLE TO THE FRONT OF EACH SUBMITTED ASSIGNMENT. 3. FILL IN ALL DETAILS ON THIS FORM. USE ONE FOR EACH ASSIGNMENT.

Title: Group Assignment - 2 ID 20442494 ID 20229536 ID 20216982 ID 20216973 First Name: Surname:

Nicole Derek Emmel Eileen De Castro Kelly Murray Tio Degree: Masters in Business Administration Postal Address: Home Phone: +852 2914 2494 Assignment Number: Assessment 2 Lecturer? s Name: Chris Taylor Work Phone: +852 6396 8270 Due Date: 08 September 2008 Word Count: 5765 Assignment Title: The Ritz-Carlton: An Organisational Behavioural Analysis

ACKNOWLEDGEMENT OF RECEIPT OF ASSIGNMENT (Please detach) Manila MBA Student? s Name: Subject: Date Received: Lecturer: Lecturer? s Signature: Time Received: Page 0 of 30 Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis Assessment 2 The Ritz-Carlton: An Organisational Behaviour Analysis Table of Contents 1. 0 2. 0 Executive Summary Introduction 2. 1 3. 0 Overview of the study Page 2 2 5 5 5 13 19 23 24 Analysis 3. 1 3. 3. 3 Leadership and Service Values and Ethics Communication 4. 0 5. 0 Conclusion References Page 1 of 30 Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis <https://assignbuster.com/organizational-behavior-assignment-essay-samples-3/>

Assessment 2 1. Executive Summary This paper shall demonstrate through the principles of organisational behaviour how the Ritz-Carlton was successful in establishing a leadership brand that empowers employees to become leaders in providing exceptional customer service.

By providing empowering leadership, enacting customer-centric philosophies and values as well as maintaining a communication style that keeps the work force focused on the company goals, the Ritz has grown to become one of the finest brands in the world. As the leader in the hospitality industry, the Ritz-Carlton has become the gold standard because of their Gold Standards, which highlight the distinctive values that are the cornerstone of their organisation in the delivery of customer service. . Introduction The legacy of Ritz-Carlton? s luxury hotel experience began in 1898 with hotelier Cesar Ritz? s vision of excellent personalized service while managing the Ritz Hotel in Paris and the Carlton hotel in London. 1 In the United States, The Ritz-Carlton Boston, opened in 1927, represents the best of the Ritz-Carlton brand through its attention to detail, practical innovation, and creation of unrivaled customer experience.

Horst Schulze, President and Chief Operating Officer of The Ritz-Carlton, not only expanded the chain from four US-based hotels in 1983 to a multi-billion-dollar property management company with 40 properties worldwide in 2000, but he also ensured that the century-old Boston-based Ritz-Carlton Hotel Company? s legendary service was maintained. . In fact, by every measure of excellence in the hospitality industry, Ritz-Carlton Hotels are rated as the finest or among the finest year after year, 4 3 2 inning all major awards in the industry (see Exhibit 1), including the prestigious Malcolm Baldrige <https://assignbuster.com/organizational-behavior-assignment-essay-samples-3/>

National Quality Award in 1992 and 1999 – making Ritz the only service company to have won this award twice. Simon Cooper succeeded Schulze as President and COO in 2001 and is currently managing 72 hotels in 24 countries (see Exhibit 2) with over 38, 000 employees. 5 Page 2 of 30

Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis Assessment 2 Exhibit 1: The Ritz-Carlton List of Awards

HOTEL AWARDS

AAA Five Diamond Award 2008 The Ritz-Carlton, Amelia Island The Ritz-Carlton, Atlanta The Ritz-Carlton, Bachelor Gulch The Ritz-Carlton, Buckhead The Ritz-Carlton, Cancun The Ritz-Carlton, Coconut Grove The Ritz-Carlton Golf & Spa Resort, Rose Hall, Jamaica The Ritz-Carlton, Half Moon Bay The Ritz-Carlton, Kapalua The Ritz-Carlton, Key Biscayne The Ritz-Carlton, Laguna Niguel The Ritz-Carlton, Marina del Rey The Ritz-Carlton, Naples The Ritz-Carlton Golf Resort, Naples The Ritz-Carlton NY, Battery Park The Ritz-Carlton NY, Central Park The Ritz-Carlton, Philadelphia The Ritz-Carlton, San Francisco The Ritz-Carlton, Sarasota Mobil Five-Star Award 2006 The Ritz-Carlton NY, Central Park The Ritz-Carlton, San Francisco The Ritz-Carlton, Naples The Ritz-Carlton, Palm Beach Conde Nast Traveler: 2006 Top 100 Best in the World The Ritz-Carlton, Istanbul The Ritz-Carlton, Osaka The Ritz-Carlton, Millenia Singapore Conde Nast Traveler: The Best by Design No. 1 in the Americas: The Ritz-Carlton, Santiago Conde Nast Traveler: The Best by Activities No. 1 in Asia, Australia and Pacific Nations: The Ritz-Carlton, Bali Travel and Leisure: 2008 Best by Design No. 1: The Ritz-Carlton, Beijing Financial Street Travel and Leisure: 2007 Best Family Resorts The Ritz-Carlton, Bachelor Gulch The Ritz-Carlton, Reynolds Plantation The Ritz-

Carlton, Naples The Ritz-Carlton, Grand Cayman The Ritz-Carlton, Cancun
Travel and Leisure: 2006 Worlds Best Business Hotels The Ritz-Carlton,
Amelia Island The Ritz-Carlton, Boston Common The Ritz-Carlton, Cleveland
The Ritz-Carlton, Grand Lakes The Ritz-Carlton, St.

Louis The Ritz-Carlton, San Francisco Hotel Arts Barcelona The Ritz-Carlton
Kuala Lumpur The Ritz-Carlton, Osaka The Ritz-Carlton, Santiago The Ritz-
Carlton, San Juan The Ritz-Carlton, Doha Travel + Leisure: 500 Greatest
Hotels in the World 2006 The Ritz-Carlton, Laguna Niguel The Ritz-Carlton,
Huntington The Ritz-Carlton, Half Moon Bay The Ritz-Carlton, San Francisco
The Ritz-Carlton, Bachelor Gulch The Ritz-Carlton, Georgetown The Ritz-
Carlton, Amelia Island The Ritz-Carlton, Naples The Ritz-Carlton, Naples Golf
Resort The Ritz-Carlton Grande Lakes The Ritz-Carlton, Palm Beach The Ritz-
Carlton, Sarasota The Ritz-Carlton, Buckhead The Ritz-Carlton, Kapalua The
Ritz-Carlton, New Orleans The Ritz-Carlton, Boston The Ritz-Carlton, Boston
Common The Ritz-Carlton, Lake Las Vegas The Ritz-Carlton NY, Battery Park
The Ritz-Carlton NY, Central Park The Ritz-Carlton, Cleveland The Ritz-
Carlton, Berlin Hotel Arts Barcelona The Ritz-Carlton, Hong Kong The
Portman Ritz-Carlton, Shanghai The Ritz-Carlton, Bali Resort & Spa The Ritz-
Carlton, Osaka The Ritz-Carlton Millennia, Singapore The Ritz-Carlton,
Cancun The Ritz-Carlton, Santiago The Ritz-Carlton Golf & Spa Resort, Rose
Hall, Jamaica The Ritz-Carlton, St Thomas Weekly Diamond The Ritz-Carlton,
Osaka ranked No. for Japan's Best Hotels Forbes: Sure to Impress Travel
Destinations names The Ritz-Carlton Hotel Company the best Business Hotel
Chain Mobil Four-Star Award 2006 The Dining Room at The Ritz-Carlton New
York, Central Park The Dining Room at The Ritz-Carlton, Tysons Corner Travel

Weekly 2006 Readers Choice Awards, Best Upscale Hotel Company Mobil Five-Star Award 2006 The Dining Room at The Ritz-Carlton, Buckhead The Dining Room at The Ritz-Carlton, San Francisco Travel Weekly 2006 Readers Choice Awards, Best Luxury Hotel Company Luxury Institute Awarded The Ritz-Carlton Hotel Company with the “ Most Prestigious Luxury Brand” award Blue by Eric Ripert at The RitzCarlton, Grand Cayman Consumer Reports Consumer Reports’ hotel issue ranked The Ritz Carlton Hotel Company the No. 1 luxury hotel company in all areas including value, service, upkeep and problem resolution. Mobil Four-Star Award 2006 The Ritz-Carlton, Atlanta The Ritz-Carlton, Bachelor Gulch The Ritz-Carlton, Boston The Ritz-Carlton, Boston Common The Ritz-Carlton, Cleveland The Ritz-Carlton, Coconut Grove The Ritz-Carlton, Georgetown The Ritz-Carlton, Half Moon Bay The Ritz-Carlton, Kapalua The Ritz-Carlton, Key Biscayne The Ritz-Carlton, Laguna Niguel The Ritz-Carlton, Lake Las Vegas The Ritz-Carlton, Golf Resort, Naples The Ritz-Carlton, NY, Battery Park The Ritz-Carlton, Grand Lakes The Ritz-Carlton, Pentagon City The Ritz-Carlton, Phoenix The Ritz-Carlton, Reynolds Plantation The Ritz-Carlton, Sarasota The Ritz-Carlton, South Beach The Ritz-Carlton, St. Louis The Ritz-Carlton, Tysons Corner The Ritz-Carlton, Washington D. C. AAA Five Diamond Award 2008 The Dining Room at The Ritz-Carlton, San Francisco The Grill Room at The Ritz-Carlton, Amelia Island Artisans in The Dining Room at The Ritz-Carlton, Naples The Dining Room at The Ritz-Carlton, Buckhead The Club Grill at The Ritz-Carlton, Cancun Fantino at The Ritz-Carlton, Cancun Dubai Quality Gold Award 2005 The Ritz-Carlton Dubai was awarded the Dubai Quality Gold

Award 2006 Market Metrix Hospitality Index (MMHI); The Ritz-Carlton Hotel Company ranked highest in customer satisfaction among luxury hotels.

DEPA Middle East Hotel Awards The Ritz-Carlton, Doha won Middle East Hotel of the Year, Best Conference, Catering and Banquet facilities and Young Hotelier of the Year. RESTAURANT AWARDS Source: The Ritz-Carlton

Website. Available at: Page 3 of 30 Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis Assessment 2 Exhibit 2:

The Ritz-Carlton Locations Source: The Ritz-Carlton Website. Available at: [01 August 2008] Garret, E. , 1994, ? Cultivating Quality: The Ritz-Carlton? ,

Hemispheres Magazine , pg. 33-36. Available from < [http://www. quality.](http://www.quality.org/tqmbbs/cases/ritz-car.txt)

[org/tqmbbs/cases/ritz-car. txt](http://www.quality.org/tqmbbs/cases/ritz-car.txt) > [xx month 2008] 51 52 53 Testimonial from

Bosco Saldanha, a Banquet Director of the The Ritz-Carlton Lodge, Reynolds Plantation, [www. Ritzcarlton. com](http://www.Ritzcarlton.com) Sucher, S.J. & McManus, S. 2001, ?

The Ritz-Carlton Hotel Co,? Harvard Business School Case, p. 7 54 Page 27 of

30 Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis Assessment 2 55 McShane, S. & Von Glinow, MA. 2007,

Organisation Behavior [essentials], McGraw-Hill/Irwin, NY, USA Lau, D, Lam L.

, 2008, ? Effects of Trusting and Being Trusted on Team Citizenship

Behaviours in Chain Stores? , Asian Journal of Social Psychology, vol. 11, pg

141. Bacon, T. & Pugh, D. G. 2004, ? Ritz-Carlton and EMC: The Gold

Standards in Operational Behavioural Differentiation,? Journal of

Organisational Excellence, vol. 23, iss. 2, pp. 61-76. Anonymous 2006, ?

The Portman Ritz-Carlton: Setting Up Ladies and Gentlemen for Success”, pp.

2 Heskett, J. , Jones, T. , Loveman, G. , Sasser, W. , & Schlesinger, L. 1994, ?

<https://assignbuster.com/organizational-behavior-assignment-essay-samples-3/>

Putting the Service-ProfitChain to Work?. Harvard Business Review, vol. 72, no. 2, pp. 164-174. McShane, S. & Von Glinow, MA. 2007, Organisation Behavior [essentials], McGraw-Hill/Irwin, NY, USA Maierhofer, N. , Kabanoff, B. , & Griffin, M. 2002, ? The Influence of Values in Organizations: Linking Values and Outcomes at Multiple Levels of Analysis?. International Review of Industrial and Organisational Psychology, vol. 17, pp. 217- 263. 56 57 58 59 60 61 62 Bacon, T. & Pugh, D. G. 2004, ?

Ritz-Carlton and EMC: The Gold Standards in Operational Behavioural Differentiation,? Journal of Organisational Excellence, vol. 23, iss. 2, pp. 61-76. Chatman, J. 1991, ? Matching People and Organisations: Selection and Socialisation? , Administrative Science Quarterly, vol. 36, pp. 459-484. Schein, EH. 1985, ? Organisational Culture and Leadership? , Jossey-Bass, San Francisco, USA. Hill, C, 2007, ? Engage Your Managers if You Want Them to be Good Communicators? , People Management, Vol. 13, No. 15, p. 4 Bacon, T. & Pugh, D. G. 2004, ? Ritz-Carlton and EMC: The Gold Standards in Operational Behavioural Differentiation,? Journal of Organisational Excellence, vol. 23, iss. 2, pp. 61-76. Keefe, M. Darling, JR. , & Natesan, NC. 2008, ? Effective 360° Management Enhancement: The Role of Style in Developing A Leadership Team? , Organisation Development Journal, vol. 26, no. 2, pg. 89. Sucher, SJ. & McManus, S. 2001, ? The Ritz-Carlton Hotel Co,? Harvard Business School Case, p. 11 Ellis, J. n. d. , ? Ritz-Carlton? s Gold Standard Service Partners in Mystery Shopping? , Ellis Property Management Services. Available from: [10 August 2008] Bacon, T. & Pugh, D. G. 2004, ? Ritz-Carlton and EMC: The Gold Standards in Operational Behavioural Differentiation,? Journal of Organisational Excellence, vol. 23, iss. 2, pp. 61-
<https://assignbuster.com/organizational-behavior-assignment-essay-samples-3/>

76. Ellis, J. n. d. , ? Ritz-Carlton? Gold Standard Service Partners in Mystery Shopping? , Ellis Property Management Services. Available from: [10 August 2008] Hill, C, 2007, ? Engage Your Managers if You Want Them to be Good Communicators? , People Management, Vol. 13, No. 15, p. 4 63 64 65 66 67 68 69 70 71 72 Page 28 of 30 Organisational Behaviour MGMT8501 The Ritz-Carlton: An Organisational Behaviour Analysis Assessment 2 73 Anonymous 2001, ? The Ritz-Carlton Company: How it became a Legend in Service? , Corporate University Review, vol. 19, iss. 1, pp. 16-19. Pounsford M. 2007, ? Using Storytelling, Conversation and Coaching to Engage? , Strategic Communication Management, vol. 11, no. 3, pp. 32-35. Spinelli, MA. Canavos, GC. , ? Investigating the Relationship between Employee Satisfaction and Guest Satisfaction”. Cornell Hotel and Restaurant Administration Quarterly, vol. 41, no. 6, pp. 29-33. Pounsford M. 2007, ? Using Storytelling, Conversation and Coaching to Engage? , Strategic Communication Management, vol. 11, no. 3, pp. 32-35. Trahant, B, 2007, ‘ Debunking Five Myths Concerning Employee Engagement’, Public Manager; Spring 2007; 36, 1; ABI/INFORM Global, pg. 53 Anonymous 2001, ? The Ritz-Carlton Company: How it became a Legend in Service? , Corporate University Review, vol. 19, iss. 1, pp. 16-19. Callahan, S. , Rixon, A. , & Schenk, M. 2006, ?

The Ultimate Guide to Anecdote Circles? , Anecdote. Available from: [10 April 2007] Gallo, C. 2007, ? How Ritz-Carlton Maintains its Mystique? , Business Week Online, 14 February, pg. 4. 74 75 76 77 78 79 80 81 Pounsford M. 2007, ? Using Storytelling, Conversation and Coaching to Engage? , Strategic Communication Management, vol. 11, no. 3, pp. 32-35. Lockwood, NR.

<https://assignbuster.com/organizational-behavior-assignment-essay-samples-3/>

2007, ? Leveraging Employee Engagement for Competitive Advancement: HR? s Strategic Role? , Society for Human Resource Management. Available from: [22 August 2008] Bethanis, SJ. 2007, ? Conversations?. Leadership Excellence, vol. 24, iss. 12, pg. 17. Arnett, DB. , Laverie, DA. & Mc Lane, C. 2002. Using job satisfaction and pride as internal-marketing tools” Cornell Hotel and Restaurant Administration Quarterly; vol. 43, iss. 2, pg. 87. Anonymous 2001, ? The Ritz-Carlton Company: How it became a Legend in Service? , Corporate University Review, vol. 19, iss. 1, pp. 16-19. Saranow J 2006, ? Selling the Special Touch — Service-Challenged Companies Turn to Top Hotels for Ideas; Inside Look at Ritz, Four Seasons? , The Wall Street Journal, 18 July 2006, Dow Jones & Company, Inc. Weldon, E. & Chang, M. 2004, “ The Portman Ritz-Carlton Shanghai: Asia? s Best Employer”, Journal of Management Cases, vol. 1, No. 1, pp. 109-120. 82 83 84 85 86 87 Page 29 of 30