**MANAGEMENT 3319-004  
SPRING 2016**

**UT Arlington – Main Campus**

Management is an endeavor which involves working with and through people to accomplish the goals of an organization (a business firm, hospital, or government agency). This course is about management concepts and managerial decision- making. Attention will be devoted to the systems and behavioral contexts of management; theories of management and organization; management functions (planning, organizing, directing, and controlling); and the relationship of the organization to its environment (task, technological, economic, and social).

**Objectives of the Course:**

During the semester, the student will hopefully progress toward attainment of the following objectives:

1. Become familiar with the managerial process and its key elements:  
a. Planning- through examination of goals, strategies, policies, and performance plans;

b. Organizing- through examination of structure and design, authority, division of labor, departmentation, and issues of differentiation and integration.

c. Directing- through examination of the influence process, motivation, communication, leadership, and work group behavior;

d. Controlling- through examination of basic steps in the control process, the budget, and control systems;

2. Understand the effects of the total system (organization) on human behavior;

3. Comprehend the relationships between the organization and its environment (task, economic, technological, and social);

4. Recognize the applicability of management concepts to nearly all forms of organized behavior ;

5. Understand individual and small group behavior and the impact of organized collective behavior on the individual, the organization, and society;

6. Become acquainted with problem solving and decision-making through the study of a high performance enterprise, Ritz-Carlton Hotel Company;

7. Develop a personal philosophy of management that will enable one to perform effectively as a manager.

**Required Text and Study Materials:**

A standard text, a Harvard business case, and a few exercises and instruments will be used in the course. The following text has been ordered and made available by the University Bookstore:

Thomas S. Bateman and Scott A. Snell, Management: (McGraw-Hill Irwin, 2015), eleventh edition  
ISBN: 978-0-07-786254-1; 630 pages.

Harvard Business School Case: McManus and Sucher, The Ritz-Carlton Hotel Company (9-601-163)

The case can be obtained from Harvard Business School Publishing; use the following link:

https://cb.hbsp.harvard.edu/cbmp/access/43451048

You will need to use a credit card to purchase the case; the educational rate is $3.95.

**Instructor:**

**David A. Gray 817-272-3852** [**gray@uta.edu**](mailto:gray@uta.edu) **206 Business Building.**

Office Hours: T-Th 11:00–12:30pm others as arranged.

**Course Requirements**:

The final course grade will be determined by a weighted average computation of scores on text-lecture exams, case quizzes, and attendance.

Exams will be objective in format and cover text and lecture material. Tentative exam dates are February 18 and March 31 with the final exam on May 12, 8-10:30am.

Case quizzes will be objective, essay, and/or short answer in format and cover Ritz-Carlton Hotel. Three quizzes will be given on the following dates, February 4, March 10, and April 21.

Attendance and class participation contribute to a robust classroom learning environment. Accordingly, attendance is required and may impact your final course grade as indicated below:

Plus 2 points for perfect attendance

Plus 1 point for one absence

No change in weighted average score for two absences

Minus 1 point for three absences

Minus 2 points for four or more absences

Points will be added to or subtracted from your final, computed weighted average. Attendance will be taken for approximately 75% of the class sessions. You may or may not know when attendance is being taken.

There will be no make-up quizzes and an exam is eligible for a make-up test under only very extraordinary circumstances, such as a serious car accident and hospitalization, or major surgery, or scheduled court appearance. A make-up exam may consist of essay /problem questions.

The last page of the syllabus indicates the weights for exams and quizzes and can be used to record exam and quiz results.

**Instructional Format and Methods**:

In developing a rich learning environment and approaching the course objectives, the class sessions will follow a format that encourages active participation in discussing and analyzing management concepts and study materials. In addition to lectures, the class will consist of case discussions (Ritz-Carlton Hotel) and participation in activities such as completing behavioral instruments or a demonstration of an important management skill area.

**Classroom Management and Student Conduct:**

Classes will begin and end at the appointed times. Each student should prepare a name card, or tent, for display to facilitate case and topic discussion (Q and A) by the instructor. The name tent will also facilitate recording of class attendance.

Cell phones must be turned off, or set on vibration mode during class. You cannot talk on a cell phone in class; all of your attention should be directed to the case discussion, exercise or presentation. Also, laptop computers cannot be used, except for note taking; there is no need to be connected to the internet, unless told to do so by the instructor. No surfing the web, emailing, or text messaging in class. Come to learn and participate. Show respect to others by not engaging in side chatter.

**Drop Policy:**

Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student’s responsibility to officially withdraw if not planning to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://wweb.uta.edu/aao/fao/).

**Disability Accommodations:**

UT Arlington is on record as being committed to both the spirit and letter of all federal opportunity legislation, including *The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act*. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the **Office for Students with Disabilities (OSD).** Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

**The Office for Students with Disabilities, (ODS)** [www.uta.edu/disability or calling 817-272-3364](http://www.uta.edu/disability%20or%20calling%20817-272-3364).

**Counseling and Psychological services, (CAPS)** www. uta.edu /caps / or calling 817-272-3671.

Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www. uta.edu/disability or by calling the Office for Students with Disabilities at (817)272-3364.

**Title IX:**

The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos. For information regarding Title IX, visit www.uta.edu/titleIX.

**Academic Integrity:**

Students enrolled in all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

**Electronic Communication:**

UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

**Final Review Week:**

A period of five class days prior to the first day of examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except make up tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Student Feeback Survey:**

At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

**Student Support Services:**

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources @uta.edu, or view the information at

http: //www.uta.edu/universitycollege/resources/index.php

**Emergency Exit Procedure:**

Should we experience an emergency event that requires us to vacate the building, students should exit the room and move forward the nearest exit, which is located to the right or left as you leave the room and down the stairs. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

**Schedule of Classes, Reading assignments, and Exams:**

The following is a schedule of case and reading assignments. At the end of each text chapter, you will find a skill building or self-assessment exercise. You should take a few minutes after reading the chapter to complete the exercise. While efforts will be made by the course instructor to relate text readings, case discussions, and lectures, the student is ultimately responsible for learning and integrating the course content.

As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in the course.

Week (date) Topic Text Chapter

1-19, 1-21, Management Process 1,2,3

1-26, 1-28 Focus on Performance Ritz-Carlton Hotel

External Environment

Corporate Culture

Problem Solving/Decision Making

2-2, 2-4 Strategy and Business Model and Quiz One 4

2-9, 2-11 Ethics, Corporate Responsibility 5

Sustainability

9-16, 2-18 International Management and Exam One 6

2-23, 2-25 Entrepreneurship 7

3-1, 3-3 Structure and Design 8, 9

3-8, 3-10 HR Management and Work Force Diversity 10, 11

and Quiz two

3-22, 3-24 Effective Leadership 12

3-29, 3-31 Motivating for Performance and exam two 13

4-5, 4-7 Team –based Work Systems 14

4-12, 4-14 Communication 15

4-19, 4-21 Managerial Control and Quiz Three 16

4-26,4-28 Managing Technology 17, 18

5-3, 5-5 Change and Innovation 18

5-12 Final Exam

THE RITZ-CARLTON HOTEL COMPANY

Briefing/Assignment Sheet

(or questions to organize and guide discussion)

This case deals with a situation in which a very successful training and hotel opening process are being seriously challenged by a real estate development group, or the owners of a new Ritz-Carlton facility.

Essentially, the case discussion and analysis will examine how a successful service operating system is developed and to explore the question of when and how it should be changed. Specific questions for discussion are as follows:

1. What are the basic characteristics or key principles of the Ritz-Carlton business model?
2. What is the essence of the Ritz-Carlton experience? What is the Ritz-Carlton selling?
3. How does the Ritz-Carlton create “Ladies and Gentlemen” in only 7 days? What systems and processes produce (or contribute to ) a successful service operating system in just seven days?
4. Brian Collins, hotel owner, has asked James McBride, Ritz-Carlton general manager, to lengthen the amount of time spent training hotel employees before the hotel opening. Should McBride lengthen the 7 Day Countdown? Why or Why not? Or, what are the benefits and costs of extending the countdown?
5. Assume Collins prevails, how do you extend training or what changes might be made to accommodate a much faster ramp-up to the 80% occupancy level?
6. Or, is this the time that McBride should consider a total overhaul of the hotel opening process? If yes, what should be changed, and how should he go about doing it? What’s different about experimenting in a service business?

INDIVIDUAL LOG/RECORD OF EXAM AND QUIZ SCORES

MANA 3319-004

SPRING 2016

Student Name:

Weight Score

Quiz 1 5%

Quiz 2 5%

Quiz 3 5%

Exam 1 25%

Exam 2 25%

Final Exam 35%

Weighted Score

Attendance Bonus or Penalty

Final Weighted Score

Letter Grade