

**SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
NORTHERN ONTARIO HOSPITALITY AND TOURISM INSTITUTE**

**SAULT STE. MARIE, ONTARIO**



Sault College

**COURSE OUTLINE**

**COURSE TITLE:** Human Resource Management

**CODE NO. :** HMG 235 **SEMESTER:** 3

**PROGRAM:** Hotel and Restaurant Management

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**DATE:** 06/01 **PREVIOUS OUTLINE DATED:** 05/00

**APPROVED:**

|             |             |
|-------------|-------------|
| _____       |             |
| <b>DEAN</b> | <b>DATE</b> |

**TOTAL CREDITS:** 3

**PREREQUISITE(S):** NONE

**HOURS/WEEK:** 3

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For additional information, please contact Joe Fruchter, Dean  
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**I. COURSE DESCRIPTION:**

This course will provide students with a basic foundation of human resource knowledge and skills to successfully manage people in an entry-level management position. The students will examine various management theories and the functions of management to determine the essential management skills they need to develop in order to be successful in their careers. The instructor will place particular emphasis on developing student interpersonal, teamwork, and diplomacy skills. Further emphasis is placed on the importance of policies, procedures, and standardization.

**II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:**

Upon successful completion of this course, the student will demonstrate the ability to:

1. Apply human resources and leadership knowledge and skills.

Potential Elements of the Performance:

- Apply leadership and supervisory techniques in hospitality settings
- Describe and discuss the four management theories
- Determine the managerial skills essential to successful management
- Examine the paradigm shift from Scientific Management to Total Quality Management (T.Q.M.)

This learning outcome will constitute approximately 25% of the final mark.

2. Identify the important elements of effective communication.

Potential Elements of the Performance:

- use effective verbal and nonverbal communications with diverse audiences
- identify and discuss obstacles to good communication
- discuss the ten roadblocks to active listening

This learning outcome will constitute approximately 20% of the final mark.

3. Apply human resources and leadership knowledge and skills to enhance performance as an employee and team member, and to contribute to the management of a hospitality enterprise.

Potential Elements of the Performance:

- apply knowledge of the organization of a hospitality enterprise to interact appropriately with coworkers and to anticipate and effectively respond to guest needs
- organize and conduct a meeting with an agenda and time frames
- create job descriptions for the hospitality industry
- identify unique characteristics of management techniques for a service industry and assess the application of management principles in a variety of hospitality environments
- assess strategies for promoting positive management/employee relations, including methods of performance assessment and constructive approaches to corrective action
- assess human resources procedures for the management of recruitment, selection, hiring, and dismissal of employees

This learning outcome will constitute approximately 25% of the final mark.

4. Perform effectively as a member of a hospitality work team.

Potential Elements of the Performance:

- discuss the importance of liaising with other members of the organization to assist in the planning and organization of functions and services
- outline strategies for monitoring and controlling costs

This learning outcome will constitute approximately 20% of the final mark.

5. Develop ongoing personal professional development strategies and plans to enhance leadership and management skills for the hospitality environment.

Potential Elements of the Performance:

- solicit and use constructive feedback in the evaluation of her/his knowledge and skills
- identify various methods of increasing professional knowledge and skills
- apply principles of time management and meet deadlines  
recognize the importance of the guest, the server-guest relationship, and the principles of good service

This learning outcome will constitute approximately 10% of the final mark.

**III. TOPICS:**

Note: These topics sometimes overlap several areas of skill development And are not necessarily intended to be explored in isolated learning units or in the order below.

- Supervision
- The supervisor as manager
- Management theories
- Leadership
- Communication
- Creating a positive work culture
- Developing job expectations
- Recruitment and selection
- Orientation and training
- Performance evaluation and discipline
- Planning, organizing, controlling and delegating
- Problem solving and decision making

**IV. REQUIRED RESOURCES/TEXTS/MATERIALS:**

Miller, Porter and Drummond, Supervision in the Hospitality Industry. 3<sup>rd</sup> ed. John Wiley and Sons, Toronto, 1998.

**V. EVALUATION PROCESS/GRADING SYSTEM:**

<give breakdown of tests/assignments and their weights relative to calculating the final grade for the course>

The following semester grades will be assigned to students in postsecondary courses:

| <u>Grade</u> | <u>Definition</u>   | <u>Grade Point Equivalent</u> |
|--------------|---|-------------------------------|
| A+           | 90 - 100%   | 4.00                          |
| A            | 80 - 89%  | 3.75                          |
| B            | 70 - 79%  | 3.00                          |
| C            | 60 - 69%  | 2.00                          |
| R (Repeat)   | 59% or below  | 0.00                          |
| CR (Credit)  | Credit for diploma requirements has been awarded.   |                               |
| S            | Satisfactory achievement in field placement or non-graded subject areas.  |                               |
| U            | Unsatisfactory achievement in field placement or non-graded subject areas.  |                               |
| X            | A temporary grade. This is used in limited situations with extenuating circumstances giving a student additional time to complete the requirements for a course (see <i>Policies &amp; Procedures Manual – Deferred Grades and Make-up</i> ). |                               |
| NR           | Grade not reported to Registrar's office. This is used to facilitate transcript preparation when, for extenuating circumstances, it has not been possible for the faculty member to report grades.  |                               |

**Professor's Evaluation**

|  |             |
|--|-------------|
| <b>Tests</b>   | <b>60%</b>  |
| <b>Assignments</b>   | <b>30%</b>  |
| <b>Student professionalism<br/>(Dress code, attendance, conduct)</b> | <b>10%</b>  |
| <b>Total</b>   | <b>100%</b> |

**ASSIGNMENTS:**

Since one of our goals is to assist students in the development of proper business habits, assignments will be treated as reports one would provide to an employer, i.e. in a timely and businesslike manner. Therefore, assignments will be due at the beginning of class and will be 100% complete. All work is to be word processed, properly formatted, assembled and stapled prior to handing in. No extension will be given unless a valid reason is provided in advance.

**TESTS:**

If a student is not able to write a test because of illness or a legitimate emergency, that student must contact the professor prior to the test or as soon as possible and provide an explanation which is acceptable to the professor. In cases where the student has contacted the professor and where the reason is not classified as an emergency, i.e. slept in, forgot, etc., the highest achievable grade is a "C". In cases where the student has not contacted the professor, the student will receive a mark of "0" on that test.

**VI. SPECIAL NOTES:****Dress Code**

All students are required to wear their uniforms while in the hospitality and tourism institute, both in and out of the classroom.

**Special Needs:**

If you are a student with special needs (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your instructor and/or the Special Needs office. Visit Room E1204 or call Extension 493, 717, or 491 so that support services can be arranged for you.

**Retention of course outlines:**

It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

**Disclaimer for meeting the needs of learners:**

The Professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Substitute course information is available in the Registrar's Office

**Plagiarism:**

Students should refer to the definition of “academic dishonesty” in *Student Rights and Responsibilities*. Students who engage in “academic dishonesty” will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course/program, as may be decided by the professor/dean. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

**Course outline amendments:**

The Professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

**VII. PRIOR LEARNING ASSESSMENT:**

Students who wish to apply for advanced credit in the course should consult the professor. Credit for prior learning will be given upon successful completion of a challenge exam or portfolio.

**VIII. DIRECT CREDIT TRANSFERS:**

Students who wish to apply for direct credit transfer (advanced standing) should obtain a direct credit transfer form from the Dean's secretary. Students will be required to provide a transcript and course outline related to the course in question.