SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY

SAULT STE. MARIE, ONTARIO

COURSE OUTLINE

COURSE TITLE:	SUPERVISION
CODE NO.:	HMG230-3 **SEMESTER:** THREE
PROGRAM:	HOTEL & RESTAURANT MANAGEMENT
AUTHOR:	PENNY O'HARE
DATE:	SEPTEMBER, 1993
PREVIOUS OUTLINE DATED:	SEPTEMBER, 1992

New: Revision: X

APPROVED: ^vV.^.-"* **"** "   W"   Q*

DEAN, SCHOOL OF BUSINESS & HOSPITALITY   *   **DATE**

SUPERVISION   HMG230

COURSE NAME   **COURSE CODE**

PHILOSOPHY/GOALS:

Prepare the student for the transition from employee to supervisor focusing on the roles and challenges of the supervisor in the hospitality industry.

INSTRUCTIONAL METHODOLOGY:

Lecture-discussion, videos, and the case study analysis will cover the course material.

COURSE OBJECTIVES:

Upon successful completion, the student will be able to:

1. Describe, interpret and evaluate how the functions of management help achieve organizational goals.

2. Outline the supervisor's role in decision-making, problem-solving, and delegating.

3. Explain the supervisor's significance in the organization and discuss the importance of human relations.

4. Apply work analysis principles to common situations in the hospitality industry.

5. Summarize leadership styles, when they should or should not be used and describe the relationship between job performance, power and leadership styles.

6. Explain the necessity of change, as well as procedures in implementation and steps to overcoming resistance.

7. Define the supervisor's role in recruitment, selection and planning for human resource needs and describe the procedures for termination.

8. Describe procedures for effectively orientating new employees, incorporate basic learning principles in training programs and understand the importance of evaluating training, coaching and counselling.

9. Relate performance standards to the Performance Review process, outline basic procedures for developing and implementing Performance Reviews and identifying common problems.

10. Discuss the concept of discipline, positive and negative
     activities, including how to identify reasons for discipline
     problems and factors that affect the usefulness of rules and
     regulations.

11. Summarize types and sources of conflict and explain how to
     generate, reduce and resolve conflict.

12. Describe principles of wage and salary administration, including
     procedures to determine wage/salary increases.

13. Identify barriers to effective communication, how they may be
     overcome, and review the basics of speaking, writing and
     listening, noting the importance of non-verbal communication.

14. Apply motivational techniques and strategies, analyze
     motivational problems, develop an awareness of attitudes and
     discuss procedures for attempting modification of these.

15. Describe the group development process, formal and informal, and
     outline techniques for developing and implementing employee
     participation programs.

16. Provide an overview of labour control program, indicating the
     role that quality standards play in developing productivity
     requirements, and explain in detail how performing standards
     are developed.

17. Construct a staffing guide, forecast business volume, and suggest
     methods of controling overtime and assessing actual labour hours.

18. Define the process of career management and outline special
     concerns in career management decisions and in planning one's
     professional future.

TEXTBOOK:

Supervision in the Hospitality Industry, 2nd edition, Raphael R.
Kavanaugh and Jack D. Winemeier. Educational Institute of the
American Hotel and Motel Association, 1990.

Student Manual for above

EVALUATION:

The evaluation in this course outline supersedes all others indicated in the Student Manual which are standards of the Educational Institute of the American Hotel and Motel Association and in no way are relevant to the successful completion of your course at Sault College.

The student must complete 16 self-scoring quizzes, four basic progress tests and a comprehensive final exam.

Periodic case studies and assignments at the instructor's discretion may be given and must be turned in on due date in order to be marked.

4 Progress Tests	40%
Cases & Assignments	20%
Final Examination	40%
	100%

In order to be successful, a student must obtain an overall average of 60% on semester work.

The following grading system applies:

A+ 90%-100%
A   80%- 89%
B   70%- 79%
C   60%- 69%
R   59% or less