

I. COURSE DESCRIPTION:

This course will enhance student managerial development, as each person continues to build on prior course knowledge and workplace experience. Students will study the supervisory skill sets necessary to successfully manage people with particular emphasis on interpersonal, teamwork, analytical, diplomatic and communication skills. Importance is also placed on the need for written policies, procedures, and standardization. The areas of study meet the needs of today's employers, and provide the students with an understanding of how to manage human resources in the hospitality industry.

II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

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

1. Discuss the role of the supervisor.

Potential Elements of the Performance:

- Explain the difficult transition from employee to supervisor
- Identify the competencies of a manager
- Discuss the supervisory challenges of the 21st century

This learning outcome will constitute approximately 5% of the final mark.

2. Explain the primary functions of management.

Potential Elements of the Performance:

- Review the main theories of management
- Identify various methods of management planning
- Describe specific ways to become an effective time manager
- Discuss the importance of goal setting
- List the important aspects when designing and implementing controls in the workplace
- Apply the tools, styles and ethics involved in the decision-making process

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

3. Explain how to organize, hire staff and develop employees.

Potential Elements of the Performance:

- List and explain the basic organizing concepts
- Describe how to group employees, organize jobs, and empower employees through delegation
- Demonstrate the importance of teamwork through the completion of group activities in class
- Identify and discuss management concerns when recruiting, selecting and hiring staff
- Determine the purpose of the performance appraisal
- Identify the issues managers must address when conducting staff performance appraisals

This learning outcome will constitute approximately 15% of the final mark.

4. Explain how to motivate employees and provide effective leadership.

Potential Elements of the Performance:

- Discuss contemporary theories of motivation
- Assess the challenges of applying motivational concepts in the workplace
- Provide a definition of leadership
- Identify and apply the behaviours of an effective leader

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

5. Communicate effectively with diverse audiences.

Potential Elements of the Performance:

- Discuss important issues that are relevant to the resort and tourism environment
- Apply the skills of effective communication using oral, written, electronic and non-verbal methods
- Practice the skill of active listening
- Identify and discuss the issue of managing cultural diversity in the workplace

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

6. Discuss and explain the principles of conflict management.

Potential Elements of the Performance:

- Define and determine the sources of conflict in the workplace
- List and explain the techniques used to manage conflict
- Explain organizational politics and the political landscape of a business
- Identify the important skill of negotiating as a manager
- Employ skills in diplomacy in and outside of the classroom
- Explain how to manage change and stress in the workplace
- Identify the management skills needed to effectively discipline employees
- Determine the manager's role in employee relations

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

7. Identify the beginnings of a personal management style.

Potential Elements of the Performance:

- Discuss the importance of a manager maintaining a positive attitude on a daily basis
- Identify your personality strengths and weaknesses when dealing with your peers, friends and co-workers through the completion of class activities
- Role-model the attributes of a successful manager in, and outside of the classroom, and as managers in the Gallery Restaurant
- Assess workplace and other social situations in which humour can be effectively used by managers

This learning outcome will constitute approximately 15% of the final mark.

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

Potential Elements of the Performance:

- Solicit and use constructive feedback in the evaluation of his/her 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 5% of the final mark.

III. TOPICS:

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.

- The supervisor and the challenges for the 21st century
- From theory into practice
- The main functions of management
- Staffing and employee development
- Managing culturally diverse audiences in the hotel and resort environment
- Leadership and effective communication
- Conflict management and workplace politics
- Personality management style development
- Importance of industry awareness
- Work culture and the importance of a sense of humour

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

Robbins, Stephen, et al, Supervision in Canada Today. 3rd ed. Prentice Hall, Toronto, 2002.

V. EVALUATION PROCESS/GRADING SYSTEM:

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%	4.00
B	70 - 79%	3.00
C	60 - 69%	2.00
D	50 - 59%	1.00
F (Fail)	49% or below	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field/clinical placement or non-graded subject area.	
U	Unsatisfactory achievement in field/clinical placement or non-graded subject areas.	
X	A temporary grade limited to situations with extenuating circumstances giving a student additional time to complete the requirements for a course.	
NR	Grade not reported to Registrar's office.	
W	Student has withdrawn from the course without academic penalty.	

Professor's Evaluation

Tests	70%
Projects/Assignments	20%
Student Professionalism (attendance, dress code, conduct)	10%
Total	100%

VI. SPECIAL NOTES:

Attendance:

Sault College is committed to student success. There is a direct correlation between academic performance and class attendance; therefore, for the benefit of all its constituents, all students are encouraged to attend all of their scheduled learning and evaluation sessions. This implies arriving on time and remaining for the duration of the scheduled session. ***It is the departmental policy that once the classroom door has been closed, the learning process has begun. Late arrivers will not be granted admission to the room.***

Dress Code:

All students are required to wear their uniforms while in the hospitality and tourism institute, both in and out of the classroom. For further details, please read the Hospitality Centre dress code.

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 and agreed to by the professor in advance.

Testing Absence:

If a student is unable to write a test for medical reasons on the date assigned, the following procedure is required:

- In the event of an emergency on the day of the test, the student may require documentation to support the absence and must telephone the College to identify the absence. The college has a 24 hour electronic voice mail system (759-2554) Ext. 2600.
- The student shall provide the Professor with advance notice preferably in writing or e-mail of his/her need to miss the test with an explanation which is acceptable to the professor.
- The student may be required to document the absence at the discretion of the Professor.
- All decisions regarding whether tests shall be re-scheduled will be at the discretion of 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.
- The student is responsible to make arrangements, immediately upon their return to the College with their course Professor in order to make-up the missed test.

VII. COURSE OUTLINE ADDENDUM;

The provisions contained in the addendum located on the portal form part of this course outline.