

**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 – Level II  
**CODE NO.:** RES 245 **SEMESTER:** 4  
**PROGRAM:** RESORT OPERATIONS PROGRAM  
**AUTHOR:** PROFESSOR PETER GRAF  
H.B.Sc CCC  
12/05 **PREVIOUS OUTLINE DATED:** 12/05

**APPROVED:**

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DEAN

\_\_\_\_\_  
DATE

**TOTAL CREDITS:** 3  
**PREREQUISITE(S):** HMG 235  
**HOURS/WEEK:** 3

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## **I. COURSE DESCRIPTION:**

This course will enhance student managerial development, as each person continues to progress and meet the goals and objectives outlined in the management plan (initiated in the level I human resource course). Interpersonal, teamwork, analytical, diplomatic and communication skills will continue to be a focus in this course. The additional areas of study meet the needs of today's employers, and provide the best possible opportunities for our students.

## **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
- 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 10% 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
- 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 and implement policies and procedures to maintain and improve standards.

Potential Elements of the Performance:

- Organize and conduct a meeting with agenda and time frames
- Write and revise policies and procedures in The Gallery Management Procedures Manual

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

9. 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 resort environment
- Leadership and effective communication
- Conflict management and workplace politics
- Writing and revising policies and procedures to maintain and improve standards (The Gallery Management Procedures Manual)
- Mentoring and role-modeling
- 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:**

3 Tests ( 24% each)	72%
Project/Assignments	20%
Classroom Attendance/Participation/Professionalism	<u>8%</u>
Total	100%

Guidelines re grading:

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 typed, properly formatted, assembled and stapled prior to handing in. No extension will be given unless the student and the professor have come to an agreement prior to the due date.

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 "D". In cases where the student has not contacted the professor, the student will receive a mark of "0" on that test.

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

<b>Grade</b>	<b>Definition</b>	<i>Grade Point Equivalent</i>
A+	90 – 100%	4.00
A	80 – 89%	3.00
B	70 - 79%	2.00
C	60 - 69%	1.00
D	50 – 59%	0.00
F (Fail)	49% and below	
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 area.	
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.

## 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 professor and/or the Special Needs office. Visit Room E1101 or call Extension 493 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.

### 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.

Substitute course information is available in the Registrar's office.

## 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.