

SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY

SAULT STE. MARIE, ONTARIO

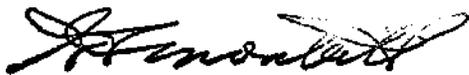
COURSE OUTLINE

Course Outline: MANAGEMENT TECHNIQUES
Code No HMG 243
Program: HOTEL & RESTAURANT MGMT./FOOD & BEVERAGE MGMT
Semester: IV
Date: JANUARY 1990
Author: KEITH MAIDENS

New

Revision

APPROVED:



Chairperson



Da# 6LA C/G

TEXT; "Supervisor's Survival Kit & Exercise Guide for Hospitality Industry"; Elwood Chapman - SRA - Willowdale

OBJECTIVE;

Through readings, mini games, role playing/ and case studies, the student will familiarize himself/herself with the problem of mid-management in Hospitality and their possible solutions.

METHOD;

Readings, role playing, group discussion, and lectures are the main communication form. Case assignments and individual as well as group role playing within some cases are required.

TOPICS:

MODULE ONE; -- **Chapter 1 & 2**

In this module, the subject of supervisor's characteristics and the method of transition from employer to supervisor are discussed.

Objectives;

Upon completion of Module One, the student will be able to:

- 1) List ten (minimum) characteristics of a supervisor
- 2) Identify which of these characteristics he/she can use themselves
- 3) List specific steps used in the transition from employee to supervisor in their own department

MODULE TWO; - **Chapter 3 & 4**

The importance of the relationship between the supervisor and employees, and its impact on his/her ability to achieve productivity through people are covered in this module.

Objectives;

Upon completion of Module Two, the student will be able to:

- 1) Identify the difference in departmental and individual productivity
- 2) Identify the various theories of motivation
- 3) Identify the psychological ingredients or factors in a typical supervisor/employee relationship
- 4) Write out a specific plan for a supervisor/employer relation improvement

MODULE THREE; - Chapter 5 & 6

The impact of good human relations and creating a productive working climate are discussed in this module.

Objectives;

Upon completion of Module Three, the student will be able to:

- 1) List the five foundations of good human relations
- 2) Describe how he/she, as a supervisor, would put these into practice
- 3) List the steps he/she would follow to create and maintain a productive working climate

MODULE FOUR; - Chapter 7

In this module, the supervisor's position as an advisor, counsellor, and his/her need to communicate privately with today's employee, is discussed.

Objectives;

Upon completion of Module Four, the student will be able to:

- 1) List five conditions under which counselling can be effective
- 2) Professionally apply the conditions and techniques to an actual situation
- 3) Eliminate any fears he/she may have re one-to-one counselling

MODULE FIVE; - Chapter 8

This module deals with the problem employer and various methods of interviewing by trying to alter his/her behaviour.

Objectives;

Upon completion of Module Five, the student will be able to:

- 1) List the steps in determining what action to take with problem employees
- 2) Identify the method to protect oneself from possible grievance claim
- 3) Identify the differences in corrective and non-corrective interviews and their objectives

MODULE SIX; -- Chapter 9

This module discusses the needs for proper selection of applicants, orientation and training. Other topics covered will include how to avoid staff turnover, shift scheduling, rotation and transfers.

Objectives;

Upon completion of Module Six, the student will be able to:

- 1) Identify the costs of turnover
- 2) List the steps in staff recruitment interview
- 3) List at least four recommended forms used to process applicants
- 4) List the six key areas in orientation program
- 5) List the six rules of staff shifting and rotation

MODULE SEVEN; - Chapter 10

Covered in this module will be the need to delegate, why it is not generally practised and how to do so effectively.

Objectives;

Upon completion of Module Seven, the student will be able to:

- 1) List five reasons why supervisors do not delegate responsibilities and duties
- 2) Describe conditions under which a supervisor should delegate
- 3) List, in specific terms, how to delegate

MODULE EIGHT; - Chapter 11

The formula for training and its application is discussed in this module.

Objectives:

Upon completion of Module Eight, the student will be able to:

- 1) Describe the four-step formula for on-the-job training
- 2) Evaluate training and list possible areas of improvement of delivery

Module Nine: - Chapter 12

In this module, the evaluation or formal appraisal systems are discussed. Their use as tools in M.B.O. and career planning are covered with emphasis on employee and management benefits.

Objectives:

Upon completion of Module Nine, the student will be able to:

- 1) Identify objective and subjective types of appraisals
- 2) List steps in making formal appraisals
- 3) List the seven steps in applying the outcome of the rating system and its benefits

In the preceding modules we have concentrated on management relations with others* The remaining modules deal with personal management.

MODULE TEN: - Chapter 13

Planning is a major part of management as it relates to your work environment and career planning are topics covered in this module.

Objectives:

Upon completion of Module Ten, the student will be able to:

- 1) List a planning formula used in this module
- 2) Describe each part of his/her plan
- 3) Adapt this plan in their own work situation

MODULE ELEVEN: - Chapter 14

The identification and evaluation of priorities are discussed in this module.

Objectives:

Upon completion of Module Eleven, the student will be able to:

- 1) Improve his/her priorities in their personal alignments
- 2) Improve his/her educational and possibly supervisory skill priorities

MODULE TWELVE; - **Chapter 15 & 16**

In this module the aspect of time management and decision making are covered.

Objectives:

Upon completion of Module Twelve, the student will be able to:

- 1) Do a personal time inventory to assess personal productivity
- 2) List the five types of problems requiring decisions and identify their causes
- 3) List the six steps in decision-making
- 4) List the four steps or qualifications where group decision would be best suited

MODULE THIRTEEN: - **Chapter 17 & 18**

In this module common errors of supervisors that prevent advancement are discussed. Also covered is the ability of identifying change as a positive element rather than resistance.

Objectives:

Upon completion of Module Thirteen, the student will be able to:

- 1) List the common errors that prevent upward mobility
- 2) Identify the expected types of changes occurring in business and industry today
- 3) List personal needs to adapt to these changes in order to ensure upward mobility

MODULE FOURTEEN: - **Chapter 19 & 20**

In this module, the importance of leadership and having a "Plan B" in your career planning is discussed. How straight line, zig-zagging and networking affect upward mobility are also taken into consideration.

Objectives:

Upon completion of Module Fourteen, the student will be able to:

- 1) Identify the three sources of power in leadership
- 2) List the five steps in the leadership formula
- 3) Identify the importance of "Plan B"
- 4) List the advantages and disadvantages of straight-line and zig-zagging to management positions
- 5) Select and explain their choice of method and why
- 6) List the benefits of networking and how it is done

EVALUATION;

1) Assigned Cases:

Students will be graded on their:

- a) Research
- b) Presentation
- c) Solution & Implementation

2) Mini Games & Role Playing Cases:

Students will be graded on their:

- a) Preparedness in case history and character identified
- b) Participation in discussion as character portrayed
- c) Group discussion of solution
- d) Ability to conceptualize problems identified and recommend solution to implement

3) As the presence of the student is essential to the cases, attendance will be taken.

EVALUATION:

Individual Assigned Cases:	30%
Role Playing Assigned Cases:	30%
Mid & Term Test:	40%
Passing Mark:	60%

All assignments to be corrected. Must be submitted on due date.

Please check instructor's schedule and if help is needed, please make the necessary arrangements.