Degree Applicable

Glendale Community College
March, 2005

COURSE OUTLINE

Hotel Restaurant Management 256
Management of Hospitality Personnel & Operations

I. Catalog Statement

Hotel Restaurant Management 256 covers management skills for students pursuing a career in supervision within the restaurant/hospitality industry. It includes the application of basic management concepts and techniques necessary in achieving objectives in the management of human resources. Using case studies students analyze the hospitality workplace, management responsibilities in coaching, training, and providing employee feedback. Decision making and leadership development is also discussed.

Units – 3.0
Lecture Hours – 3.0

Recommended Preparation: Eligibility for English 120 or ESL 151.

II. Course Entry Expectations

Skill level ranges: Reading 5; Writing 5; Listening/Speaking 5; Math 2.

III. Course Exit Standards

Upon successful completion of the required course work, the student will be able to:

1. describe the organization and major operational elements of hospitality operations;
2. identify basic managerial responsibilities within the restaurant and food service industry;
3. describe leadership styles and recognize successful motivational techniques;
4. apply recruiting and interviewing techniques;
5. use performance evaluation and effective discipline guidelines;
6. demonstrate clear communication and listening skills;
7. demonstrate the art of delegating responsibilities.

IV. Course Content

A. Overview — 3 hrs.
1. Hospitality managers and the management process
2. Components of restaurant personnel management
3. Effective supervisory skills for the restaurant manager
4. Keys to supervisory success for the hospitality manager.

B. Effective Communication — 3 hrs.
1. Overview of the communication process
2. Speaking skills
3. Listening skills
4. Non verbal communication in the food service workplace
5. Business writing skills

C. Supervisory Responsibilities: Recruitment — 3 hrs.
1. Recruitment and personnel selection
2. Employee turnover issues and challenges
3. Internal and external recruiting
4. The hospitality manager and human resources planning
5. Interviewing applicants

D. Orientation and Training — 3 hrs.
1. Importance of training
2. Types of training models
3. Measuring training results
4. Analyzing training costs
5. The four-step training method

E. Managing Productivity and Controlling Labor Costs — 4 hrs.
1. Measuring productivity standards
2. Planning staffing requirements
3. Forecasting food service volume
4. The staffing guide as a scheduling tool
5. The staffing guide as a control tool
6. Labor scheduling models

F. Evaluating and Coaching — 3 hrs.
1. Benefits of performance evaluations
2. Obstacles to effective performance evaluations
3. Common performance evaluation errors
4. Approaches to performance evaluations
5. Formal and informal coaching

G. Disciplining Employees 3 hrs.
1. Myth about discipline
2. The purpose of disciplinary action
3. When to take disciplinary action
4. Utilizing progressive discipline
5. Managing the disciplinary process

H. Legal Aspects of Managing Employee in the Hospitality Industry 6 hrs.
1. Equal employment opportunity laws
2. Workplace discrimination
3. Sexual harassment
4. Family and medical leave act
5. Safety and security
6. Managing employee performance
7. Substance abuse
8. Employment records and retention
9. Workplace surveillance

I. How to be an Effective Restaurant/Hospitality Manager 4 hrs.
1. Team building
2. What is teamwork and what are the types of team work
3. Stages of team development
4. The supervisor as a team leader

J. Motivation as a Management Tool 3 hrs.
1. Dealing with Generation X and echo boomers
2. Getting to know your employees
3. Motivational strategies
4. Identifying motivational problems
5. Leadership styles and motivations

K. Managing Conflict in the Food Service/Hospitality Work Place 4 hrs.
1. Benefits of conflict
2. Sources of conflict
3. Types of conflict
4. Outcomes of conflict
5. Conflict management styles
6. Tips for negotiating conflict

L. Improving Effectiveness as a Food Service/Hospitality Supervisor 3 hrs.
1. Importance of time management
2. Myths concerning time management
3. Time management tools
4. The art of delegation
5. Barriers to delegation

M. Managing Change in the Work Place 3 hrs.
1. The forces of stability and change
2. Overcoming resistance to change
3. The food service supervisor as a change agent

N. Professional Development 3 hrs.
1. Owning your personal development
2. Planning your development
3. Creating and executing the plan

V. Methods of Presentation

The following instructional methodologies may be used in the course:
a. lecture;
b. video tapes;
3. guest speakers;
4. case studies;
5. individual and group project.

VI. Assignments and Methods of Evaluation

1. Group project.
2. Quizzes.
3. Final examination.

Textbook

Kavanaugh R. & Ninemeir J., Supervision in the Hospitality Industry 3rd Ed.
East Lansing: Educational Institute of the American Hotel and Lodging Association, 2001
10th Grade Textbook Reading Level. ISBN: 0-88612-187-0