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App- 9/29/09
Info. 11/3/09

Undergraduate Distance Education Review Form
(Required for all courses taught by distance education for more than one-third of teaching contact hours.)

Existing and Special Topics Course

Received

Course: HRIM 150 Principles of Hospitality Management

SEP 24 2009

Instructor(s) of Record: Dr. Stephen B. Shiring

Liberal Studies

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Step One: Proposer

A. Provide a brief narrative rationale for each of the items, A1- A5.

1. How is/are the instructor(s) qualified in the distance education delivery method as well as the discipline?

Dr. Stephen B. Shiring has been instructed and tutored in distance education delivery by Dr. Mindy Wygonik and Mr. Brian Carothers Instructional Design Center (IDC). Dr. Shiring has worked with both of them individually and at workshops for individualized instruction to write, design and adopt this course to an Online format. Shiring has been involved in the food service industry for nearly thirty-one years. He has taught HRIM 150 Principles of Hospitality Management for over twenty years.

2. How will each objective in the course be met using distance education technologies?

The Online format is designed to complete 22 text chapters organized into six student module assignments. Each module includes chapter reading assignments, an accompanying PowerPoint Presentation, the completion for each chapter of a student study guide, and a case application.

For each of the following objectives, after reading the assigned chapter from the text book, viewing the chapter PowerPoint presentation, and completing the accompanying student study guide (prepared by Dr. Shiring), the distance education technological application will include:

Objective 1: Critique contemporary hospitality management issues.

The completion of six modules that applies learned information and receives feedback from the instructor.

Objective 2: Identify the relationship between ethics and hospitality management.

To solve a hospitality management case depicting ethical situations that requires student reflective summaries with instructor feedback and discussion. The text contains a chapter on business ethics.

Objective 3: Illustrate the ability to use the decision-making process via case-study.

Utilize the decision-making process in the use of 6 case assignments. Students will receive feedback from the instructor.

Objective 4: Explain how individuals build hospitality businesses using efficient and effective management techniques.

Traditional hospitality management tools, theories, and concepts used by effective and efficient hospitality managers are taught in each of the 22 text chapters. Students will apply these hospitality management tools to assist them in solving a case assignment. Students will submit their case answers and will receive feedback from the instructor.

Objective 5: Define diversity and its application to hospitality organizations.

A specific chapter on Management and Diversity is contained in Module Two. Student reflection on a case study with diversity issues with reflective analysis will receive feedback from the instructor.

3. How will instructor-student and student-student, if applicable, interaction take place?

The student will be required to read the text material, view the PowerPoint presentation, complete individualized work study guides, case studies, and participate in faculty-facilitated chat rooms in order to provide optimal instructor to student to student interaction.

4. How will student achievement be evaluated?

Student achievement will be evaluated through the use of 4 examination grades and 6 case study applications. The student will progress through a series of six module assignments. Each module will guide the student independently through the twenty-two chapters of the text book and a corresponding case application assignment. The six module assignments are supported by the content in the text Modern Management: Concepts and Skills by Samuel and S. Trevis Certo. The student will have access to a study guide written by Dr. Shiring.

5. How will academic honesty for tests and assignments be addressed?


The examinations will be set up in Moodle/WebCT in order to randomize the question and the answer stems so that no two students can see the same question in the same order. Each student will be engaged in their own individual case study analysis and I will have one-on-one input with each student monitoring their progress. Each examination is timed.

Submit to the department or its curriculum committee the responses to items A1-A5, the current official syllabus of record, along with the instructor developed online version of the syllabus, and the sample lesson. This lesson should clearly demonstrate how the distance education instructional format adequately assists students to meet a course objective(s) using online or distance technology. It should relate to one concrete topic area indicated on the syllabus.

Step Two: Departmental/Dean Approval

Recommendation: Positive (The objectives of this course can be met via distance education)

Negative

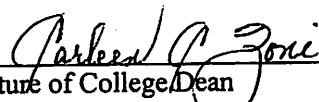


Signature of Department Designee

9-23-09

Date

Endorsed:



Signature of College Dean

9-24-09


Date

Forward form and supporting materials to Liberal Studies Office for consideration by the University-wide Undergraduate Curriculum Committee. Dual-level courses also require review by the University-wide Graduate Committee for graduate-level section.

Step Three: University-wide Undergraduate Curriculum Committee Approval

Recommendation: Positive (The objectives of this course can be met via distance education)

Negative



Signature of University-wide Undergraduate Curriculum Committee

9-29-09

Date

Signature of Committee Co-Chair

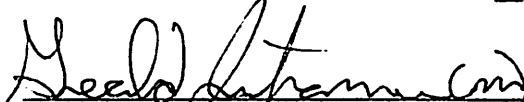
Date

Forward form and supporting materials to the Provost within 30 calendar days after received by committee.

Step Four: Provost Approval

Approved as distance education course

Rejected as distance education course


Signature of Provost

10/13/09
Date

Forward form and supporting materials to Associate Provost.

SYLLABUS OF RECORD

- I. Catalog Description
HRIM 150 Principles of Hospitality Management 3 class hours
0 lab hours
3 credit hours
3c-01-3cr

Prerequisites: None

Course introduces students to classic management theory and responsibilities, with emphasis on hospitality industry applications.

II. Course Objectives

Upon completion of this course, the student will:

1. critique contemporary hospitality management issues.
2. identify the relationship between ethics and hospitality management.
3. illustrate the ability to use the decision-making process via case-study.
4. explain how individuals build hospitality businesses using efficient and effective management techniques.
5. define diversity and its application to hospitality organizations.

III. Course Outline

- A. Course Introduction (1 hour)
- B. The Supervisor as Manager (2 hours)
1. Supervisors Role
 2. Obligations and Responsibilities
 3. The Function of Management
 4. Management Theories
 5. Managerial Skills
- C. The Supervisor as Leader (3 hours)
1. Supervisor and Subordinate Relations
 2. Leadership
 3. Leadership Styles
- D. Building on Workplace Diversity (3 hours)
1. Defining Diversity
 2. Diverse Employees
 3. Steps to Develop Cross-Cultural Interaction Skills
 4. Managing Diversity Issues Positively

- E. Communicating Effectively (3 hours)
1. Building Communication Skills
 2. Obstacles to Good Communication
 3. Listening Skills
 4. Directing People at Work
 5. Business Writing
 6. Managing the Business Meeting
 7. Exam
- F. Creating a Positive Work Climate (3 hours)
1. Employee Expectations and Needs
 2. Motivation
 3. Theories of Motivation
 4. Applying Theory to Reality: Limiting Factors
 5. Building a Positive Work Environment: Individual, Job, and Supervisor
- G. Developing Job Expectations (3 hours)
1. Job Analysis
 2. Job Description
 3. What a Good Performance Standard System Can Do.
 4. Setting up a Performance Standard System
 5. Implementing a Performance Standard System
- H. Recruiting and Selecting Applicants (3 hours)
1. The Labor Market
 2. Determining Labor Needs
 3. Legal Aspects of Recruiting and Selection
 4. Recruiting
 5. Selecting the Right Person
 6. Exam
- I. Employee Training and Development (3 hours)
1. The Importance of Training
 2. Who Will Do the Training
 3. How Do Employees Learn Best?
 4. Developing a Job Training Program
 5. Retaining
 6. Orientation
 7. Overcoming Obstacles of Learning
- J. Evaluating Performance (3 hours)
1. Coaching
 2. Essentials of Performance Evaluation
 3. Making the Evaluation
 4. The Appraisal Interview

- 5. Follow-Up
 - 6. Legal Aspects of Performance Evaluation
- K. Discipline and the Marginal Employee (3 hours)
- 1. Essentials of Discipline
 - 2. Approaches to Discipline
 - 3. Administering Discipline
 - 4. Termination
 - 5. Special Disciplinary Concerns
 - 7. Exam
- L. Planning, Organizing, and Controlling (3 hours)
- 1. The Nature of Planning
 - 2. Types of Plans and Planning
 - 3. Planning for Change
 - 4. Planning Your Own Time
 - 5. Organizing for Success
 - 6. Controlling
- M. Decision Making and Problem Solving (3 hours)
- 1. The Decision-Making Process
 - 2. How to Make Good Decisions
 - 3. Problem Solving
 - 4. Building Decision-Making Skills
- N. Delegating (3 hours)
- 1. What Delegation Means
 - 2. Why People Resist Delegation
 - 3. How to Delegate Successfully
- O. Supervision and Leadership (3 hours)
- 1. Safety and Security
 - 2. AIDS and the Hospitality Worker
 - 3. Guide to the Family and Medical Leave Act of 1993
 - 4. Unions
 - 5. Ethics
 - 6. Exam
- P. Final Examination/Culminating Activity (2 hours)

IV. Evaluation Method

The final grade for the course will be determined as follows:
 Four semester examinations and one final examination each at 100 points = 500
 Six case study applications at 20 points each = 120

Keiser, J., DeMicco, J., Cobanoglu, C. & Grimes, R. (2008). Analyzing and Controlling Food Service Costs: A Managerial and Technological Approach, (5th ed.), Prentice-Hall, New York, New York.

Kotler, P., Bowen, J., Bowen, J. & Makens, J. (2010). Marketing for Hospitality and Tourism. (5th ed.), Prentice Hall, New York, New York.

Lundberg, C. & Young, C. (2009). Hospitality Management Case Manual: Developing Competencies in Critical Thinking and Practical Action. Prentice Hall, New York, New York

Nykiel, R. (2005). Hospitality Management Strategies. Prentice Hall, New York, New York

Walker, J. (2010). Introduction to Hospitality Management (3rd ed.), Prentice Hall, New York, New York

relations movement

5. An understanding of the management science approach to management
6. An understanding of how the management science approach has evolved
7. An understanding of the system approach to management
8. Knowledge about the learning organization approach to management
9. An understanding of how triangular management and the contingency approach to management are related

D. Completion of Module #1 Assignment

E. Examination 1: Chapters 1 & 2

F. Chapter 3: Corporate Social Responsibility and Hospitality Business Ethics

1. A thorough understanding of the term corporate social responsibility.
2. An ability to argue both for and against the assumption of social responsibilities by business
3. Useful strategies for increasing the social responsiveness of an organization.
4. Insights into the planning, organizing, influencing, and controlling of social responsibility activities.
5. A practical plan for how society can help business meet its social obligations.

G. Chapter 4: Management and Diversity in Hospitality Industry

1. A definition of diversity and an understanding of its importance in the corporate structure
2. An understanding of the advantages of having a diverse workforce
3. An awareness of the challenges facing managers within a diverse workforce
4. An understanding of the strategies for promoting diversity in organizations
5. Insights into the role of the manager in promoting diversity in the organization
6. Insights into groups as decision makers

H. Completion of Module #2 Assignment

I. Chapter 5: Managing in the Hospitality Management Global Arena

1. An understanding of international management and its importance to modern managers
2. An understanding of what constitutes a multinational corporation
3. Insights concerning the risk involved in investing in international operations
4. Insights into those who work in multinational corporations
5. Knowledge about managing multinational corporations
6. Knowledge about managing multinational organizations versus transnational organizations

5. An understanding of how to use business portfolio analysis and industry analysis to formulate strategy
6. Insights into what tactical planning is and how strategic and tactical planning should be coordinated

O. Chapter 10: Hospitality Management Planning and Planning Tools

1. A complete definition of a plan
2. Insights regarding various dimensions of plans
3. An understanding of various types of plans
4. Insights into why plans fail
5. A knowledge of various planning areas within an organization
6. A definition of forecasting
7. An ability to see the advantages and disadvantages of various methods of sales forecasting
8. A definition of scheduling
9. An understanding of Gantt charts and PERT

P. Completion of Module #3 Assignment

Q. Examination 3: Chapters 7, 8, 9 & 10

R. Chapter 11: Fundamentals of Organizing Hospitality Organizations

1. An understanding of the organizing function
2. An appreciation for the complexities of determining appropriate organizational structure
3. Insights into the advantages and disadvantages of division of labor
4. An understanding of span of management and the factors that influence its appropriateness
5. An understanding of scalar relationships

S. Chapter 12: Responsibility, Authority, and Delegation

1. An understanding of the relationship of responsibility, authority, and delegation
2. Information on how to divide and clarify the job activities of individuals working within an organization
3. Knowledge of the differences among line authority, staff authority, and functional authority
4. An appreciation for the issues that can cause conflict in line and staff relationships
5. Insights into the value of accountability to the organization
6. An understanding of how to delegate

T. Chapter 13: Human Resources Management in Hospitality

1. An overall understanding of how appropriate human resources can be provided for the organization
2. An appreciation for the relationship among recruitment efforts, an open position, sources of human resources, and the law

AA. Chapter 18: Groups and Teams in Hospitality Management Organizations

1. A definition of the term group as used in the context of management
2. A thorough understanding of the difference between formal and informal groups
3. Knowledge of the types of formal groups that exist in organizations
4. An understanding of how managers can determine which groups exist in an organization
5. An appreciation for what teams are and how to manage them

BB. Chapter 19: Managing Organizational Culture

1. A definition of organization culture
2. An understanding of the importance of organization culture in building organization success
3. Insights regarding the functions of organization culture
4. An appreciation for various types of cultures that can exist in organizations
5. Thoughts about how to build a high-performance organization culture
6. Tactics for keeping an organization culture alive and well

CC. Chapter 20: Encouraging Creativity and Innovation in Hospitality

1. A definition of creativity and an awareness of its importance in organizations
2. Insights about the three components that comprise creativity in individuals
3. Guidelines for how to increase creativity in organizations
4. A definition of innovation and an understanding of the relationship between creativity and innovation
5. An awareness of the innovation process
6. An understanding of total quality as a base for spawning creative ideas
7. Insights about achieving quality and the quality improvement process

DD. Completion of Module #5 Assignment

EE. Examination 5: Chapters 15, 16, 17, 18, 19 & 20

FF. Chapter 21: Controlling Information and Technology in Hospitality

1. A definition of control
2. A thorough understanding of the controlling subsystem
3. Insights into the relationship between power and control
4. An understanding of steps that can be taken to increase the quality of a controlling subsystem
5. Knowledge of the various potential barriers that must be overcome to implement successful control
6. Insights regarding the main factors that influence the value of information
7. An understanding of the importance of an information system (IS) to an organization
8. Insights regarding how to manage an IS effectively

- GG. Chapter 22: Production and Control of Hospitality Management Systems
1. Definitions of production, productivity, and quality
 2. An understanding of the importance of operations and production strategies, systems, and processes
 3. Insights into the role of operations management concepts in the workplace
 4. An understanding of how operations control procedures can be used to control production
 5. Insights into operations control tools and how they evolve into a continual improvement approach to production management and control

HH. Completion of Module #6 Assignment

II. Examination 6: Chapters 21 & 22

IV. Evaluation Method

The final grade for the course will be determined as follows:

Examination 1: Chapters 1 & 2	100 points
Examination 2: Chapters 3, 4, 5 & 6.....	100 points
Examination 3: Chapters 7, 8, 9 & 10.....	100 points
Examination 4: Chapters 11, 12, 13, & 14.....	100 points
Examination 5: Chapters 15, 16, 17, 18, 19 & 20.....	100 points
Examination 6: Chapters 21 & 22.....	100 points
Module 1 case study application at 20 points	20 points
Module 2 case study application at 20 points	20 points
Module 3 case study application at 20 points	20 points
Module 4 case study application at 20 points	20 points
Module 5 case study application at 20 points	20 points
Module 6 case study application at 20 points	20 points

Examinations will be multiple choice and/or true & false.

Total possible.....720 points

V. Example Grading Scale

90% - 100%	A
80% - 89%	B
70% - 79%	C
60% - 69%	D
59% and below	F

- Jaszay, C. & Dunk, P. (2006). Ethical Decision-Making in the Hospitality Industry. Prentice-Hall, New York, New York.
- Katsigris, C. & Thomsa, C. (2008). Design and Equipment for Restaurants and Foodservice: A Management View, (3rd ed.), John Wiley & Sons, New York, New York.
- Keiser, J., DeMicco, J., Cobanoglu, C. & Grimes, R. (2008). Analyzing and Controlling Food Service Costs: A Managerial and Technological Approach, (5th ed.), Prentice-Hall, New York, New York.
- Kotler, P., Bowen, J., Bowen, J. & Makens, J. (2010). Marketing for Hospitality and Tourism. (5th ed.), Prentice Hall, New York, New York.
- Lundberg, C. & Young, C. (2009). Hospitality Management Case Manual: Developing Competencies in Critical Thinking and Practical Action. Prentice Hall, New York, New York
- Nykiel, R. (2005). Hospitality Management Strategies. Prentice Hall, New York, New York
- Walker, J. (2010). Introduction to Hospitality Management (3rd ed.), Prentice Hall, New York, New York

Week 5	Module 3 Strategic Planning Management Plans and Planning Tools	Read Chapter 9 & 10 Complete student study guides, PowerPoint attachment Assignment Module 3 Examination 3: Chapters 7, 8, 9, & Chapter 10
Week 6	Module 4 Fundamentals of Organizing Responsibility, Authority, and Delegation	Read Chapter 11 & 12 Complete student study guides, PowerPoint attachment
Week 7	Module 4 Managing Human Resources Managing Organizational Change	Read Chapter 13 & 14 Complete student study guides, PowerPoint attachment Assignment Module 4 Examination 4: Chapters 11, 12, 13 & 14
Week 8	Module 5 Managerial Concepts of Influencing and Communication Leadership	Read Chapter 15 & 16 Complete student study guides, PowerPoint attachment
Week 9	Module 5 Motivation & Organizational Change	Read Chapter 17 & 18 Complete student study guides, PowerPoint attachment
Week 10	Module 5 Managing Organizational Culture & Encouraging Creativity and Innovation	Read Chapter 19 & 20 Complete student study guides, PowerPoint attachment

HRIM 150 Principles of Hospitality Management Module 1

- A. Prepare to read Chapter 1: Introducing Modern Management: Concepts and Skills by first reviewing the chapter objectives. Next casually review the chapter, looking at the chapter content, Tables and Figures to get an overview of the chapter.
- B. As you read Chapter 1, complete the student study guide to Chapter 1. This study guide is attached as a PowerPoint file to Chapter 1. This study guide will first, help to focus you on the major concepts of the chapter and second, will provide you a study tool to help prepare you for the exam.
- C. Prepare to read Chapter 2: Managing: History and Current Thinking by first reviewing the chapter objectives. Next casually review the chapter, looking at the chapter content, Tables and Figures to get an overview of the chapter.
- D. As you read Chapter 2, complete the student study guide to Chapter 2. This study guide is attached as a PowerPoint file to Chapter 2. This study guide will first, help to focus you on the major concepts of the chapter and second, will provide you a study tool to help prepare you for the exam.
- E. Assignment: Access assignment Module 1 using the Assignments tool located on the left Course Menu.
- F. Assessment: Access examination Module 1 using the Assessment tool located on the left Course Menu. Study for the exam using the student study guides you have completed and reviewing Chapter 1 & Chapter 2.

Indiana University of Pennsylvania
Department of Hospitality Management
On-Line Semester Schedule
HRIM 150 Principles of Hospitality Management
Module 1 Student Study Guide
Chapters 1 & 2