

CLASS NUMBER AND NAME:	HMN205 – LEADERSHIP AND MANAGEMENT I
TOTAL HOURS/ UNITS:	24 HOURS/2UNITS
PREREQUISITES:	NONE
TEXTS AND MATERIALS:	<i>Leadership and Management in the Hospitality Industry, Third Edition, American Hotel and Lodging Association (ISBN 978-0-86612-347-1)</i>
CLASS DESCRIPTION:	This course is designed to acquaint students with leadership, management, and quality issues facing today's hospitality industry. There are chapters on the Malcolm Baldrige National Quality Award, continuous improvement, quality service, power and empowerment, communication skills, goal setting, high-performance teams, diversity, managing organizational change, and strategic career planning. Upon successful completion of the final exam, students will receive a certificate from the American Hotel and Lodging Association.
CLASS OBJECTIVES:	Students will learn how to improve their leadership abilities and develop an understanding of high-performance teams and employee empowerment. New information will provide students with an understanding of diversity and cultural change. Practical information prepares them to put management tools into action to enhance service and boost business.
CLASS FORMAT OVERVIEW:	This class is a combination of lecture, student participation, and on-line research.
REQUIREMENTS:	Time spent in preparation for or reflection on course lecture will approximate two hours outside of class for each lecture credit hour utilized by the instructor in delivery of the material and ¼ hour outside of class for each hour of structured lab time.
METHOD OF INSTRUCTION:	Class work, research using the internet, field trips and homework will give the student experiential opportunities.
ATTENDANCE:	It is expected that each student will be in class when class begins. Should the student arrive more than five minutes late they should notify the instructor of their presence, it will be up to the instructor to decide if the student has arrived in time to be counted as present- the instructor's decision is final. 80% attendance is mandatory 90% or above is mandatory for those who are in a full program and qualify for the internship It will be the student's responsibility to learn of any assignments given in class when absent.

TESTING:

A final exam will be given during the sixth week of the module. All assignments and exercises must be satisfactorily completed with an overall passing grade of 60% or better in order to pass the class. Students who pass the Final Exam with a 70% or higher will earn a certificate from the American Hotel and Lodging Association – Educational Institute. Exam retakes are allowed following the policies set forth by the American Hotel and Lodging Association – Educational Institute. The policy for exam retakes are:

- ❑ Students who score less than 70% on the Final Exam may retake the exam once at no additional charge. Further retakes are available at a charge of \$35.00 payable to the American Hotel and Lodging Association
- ❑ Students must schedule a retake date with the instructor within two weeks of receiving the review for the retake.
- ❑ Students must retake the exam on the scheduled date and time.

LATE TESTING:

A late test will result in a 10% penalty (tests start with a B). All retakes and tests must be scheduled with the instructor in a timely manner.

Complete all assignments with at least 60% accuracy.

The students will participate in a minimum of 90% of in-class group assignments.

The final grade is computed on:

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|---------------------------------|-----|
| 1. Exam | 30% |
| 2. Assignments | 50% |
| 3. Attendance and participation | 20% |

90-100%	A
80-89%	B
70-79%	C
60-69%	D
0-59%	F

Upon completing this course, the student will be able to:

1. Describe the traditional functions of management (planning, organizing, coordinating, staffing, directing, and controlling), and explain why a gap exists between them and the actual behavior of managers.
2. Describe the dominant contemporary views of leadership.

3. Identify and explain William Edwards Deming's 14 points and describe his ideas of leadership and management.
4. Describe Joseph M. Juran's notions and definitions of quality and detail the basic elements of quality management using Juran's approach.
5. Summarize the history of the Malcolm Baldrige National Quality Award and the role it has played in the U.S. business community.
6. Define quality service, describe the value of customers, and identify external and internal moments of truth.
7. Describe the types and sources of organizational and personal power, the typical responses to each type of power, and methods to enhance power and build alliances.
8. Describe the four fundamental steps of a continuous-improvement process, and identify and describe tools commonly used in the process.
9. Identify seven myths about communication, outline the communication process, and describe barriers to effective communication.
10. Explain the importance and nature of goal-setting in an organization, describe the nature of and need for coaching in today's hospitality organizations, and list guidelines that can help managers handle organizational conflict.
11. Identify forces of change that have made team-building a high priority for many hospitality organizations, and describe the stages a work team goes through during its development.
12. Identify the ways in which the work force is changing and how it is becoming more diverse.
13. List tips and cautions for organizations that embark on large-scale organizational change, and describe the four major steps of the change process.
14. Create a personal vision statement after analyzing your skills, interests, values, and personality type; and identify ways to choose an occupation and implement your career choice.

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Tourism, Hospitality and Wine
Leadership and Management I class schedule

Week	Reading Chapters	Internet	Class discussions	Homework
One	1, 2,	www.heathbrothers.com www.mindtools.com	Managing Organizational Change The Changing Nature of Leadership & Management	Review Questions Chapter Reviews: 1, 2 Reading
Two	3, 4, 5	www.juran.com www.deming.org www.iso.org www.sei.cmu.edu/ideal	Quest for Quality CANI – Process & Tools Power & Empowerment	Chapter Reviews: 3, 4, 5 Reading
Three	6, 7, 8	www.kimberlyalyn.com	Communication Skills Goal Setting, Coaching, Conflict Management Skills High Performance Teams	Chapter Reviews: 6, 7, 8 Reading
Four	9	www.clomedia.com	Challenge of Diversity	Chapter Reviews: 9 Reading
Five	10		Strategic Career Planning	Chapter Reviews: 10 Reading
Six	11		Ethics Final Exam	Chapter Reviews: 11 Reading

Please note, this is just a suggested class schedule. Guest speakers and/or site inspections will be scheduled based on availability and class schedule will be adjusted accordingly.