



COURSE OUTLINE : HRM 256
D Credit – Degree Applicable
COURSE ID 001522
Cyclical Review: July 2020

COURSE DISCIPLINE : HRM
COURSE NUMBER : 256
COURSE TITLE (FULL) : Management of Institutional Foodservice and Hospitality Personnel and Operations
COURSE TITLE (SHORT) : Mgmt Of Hospty Prsnl/Oprns

CATALOG DESCRIPTION

HRM 256 covers management skills for students pursuing a career in supervision within the restaurant/hospitality/healthcare industry. It includes the application of basic management concepts and techniques necessary in achieving objectives in the management of human resources and foodservice operations. Using case studies, students analyze the hospitality workplace, management responsibilities in budgeting for the operations as well as coaching, training, and communicating with the workforce. Decision making and leadership development is also discussed.

Total Lecture Units: 3.00

Total Laboratory Units: 0.00

Total Course Units: 3.00

Total Lecture Hours: 54.00

Total Laboratory Hours: 0.00

Total Laboratory Hours To Be Arranged:0.00

Total Contact Hours: 54.00

Total Out-of-Class Hours: 108.00

Recommended Preparation: ENGL 101 or ESL 141, or equivalent.



ENTRY STANDARDS

	Subject	Number	Title	Description	Include
1	ESL	141	Grammar And Writing IV	Compose a 400 to 450-word thesis-based essay which: <ul style="list-style-type: none"> • summarizes and cites appropriately a reading passage provided as a prompt; • includes a clear thesis statement; • uses evidence to support the thesis; • shows clear organization into an introduction, body and conclusion; • uses appropriate rhetorical modes such as comparison/contrast, cause/effect and persuasion in order to support a thesis; 	Yes
2	ESL	141	Grammar And Writing IV	demonstrate control of verb tenses in active and passive voice, gerunds and infinitives, conditionals real and unreal, adjective, noun, and adverb clauses, and transitional expressions;	Yes
3	ESL	141	Grammar And Writing IV	comprehend multi-paragraph reading passages in textbooks.	Yes
4	ENGL	100	Writing Workshop	Read, analyze, and evaluate contemporary articles and stories to identify topic, thesis, support, transitions, conclusion, audience, and tone;	No
5	ENGL	100	Writing Workshop	read, analyze, and evaluate contemporary articles and stories for the comprehension of difficult content and the identification of main ideas and (topic-based) evidence;	Yes
6	ENGL	100	Writing Workshop	read, analyze, and evaluate student compositions for unity, development, use of evidence, interpretation, coherence, and variety of sentence form;	No
7	ENGL	100	Writing Workshop	write a summary of a contemporary article or story with correct citation techniques;	No
8	ENGL	100	Writing Workshop	write an argumentative essay that has an introduction, body paragraphs, and a conclusion, demonstrating a basic understanding of essay organization;	Yes
9	ENGL	100	Writing Workshop	write an argumentative essay that addresses the topic, is directed by a thesis statement, uses appropriate textual evidence, develops logical interpretations, and concludes with some compelling observations;	No
10	ENGL	100	Writing Workshop	write an argumentative essay that integrates the ideas of others (i.e., authors) through paraphrasing, summarizing, and quoting with correct citation techniques;	No



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11	ENGL	100	Writing Workshop	write an argumentative essay that generates novel ideas (those that add to the conversation rather than repeating the author's ideas) related to the topic and the readings;	No
12	ENGL	100	Writing Workshop	write compositions (e.g., summaries and argumentative essays) that are easy to read and follow, though some errors in grammar, mechanics, spelling, or diction may exist;	No
13	ENGL	100	Writing Workshop	proofread and edit essays for content, language, citation, and formatting problems.	Yes

EXIT STANDARDS

- 1 Demonstrate an understanding of the organizational chart, the working relationships and accountabilities within the organization, and major operational elements of institutional foodservice operations;
- 2 demonstrate ability to develop, update and revise policies and procedures;
- 3 identify essential managerial responsibilities within the institutional food service industry such as planning work schedules and evaluating adequacy of labor hours;
- 4 describe leadership styles and recognize successful motivational techniques;
- 5 apply recruiting and interviewing techniques;
- 6 use performance evaluation and effective discipline guidelines;
- 7 demonstrate clear communication and listening skills;
- 8 respecting cultural diversity;
- 9 demonstrate the art of delegating responsibilities;
- 10 discuss continuous quality assurance and performance improvement procedures.

STUDENT LEARNING OUTCOMES

- 1 formulate the overall qualities and skills of an effective institutional foodservice manager;
- 2 discuss continuous quality assurance and performance improvement procedures.

COURSE CONTENT WITH INSTRUCTIONAL HOURS

	Description	Lecture	Lab	Total Hours
1	Overview <ul style="list-style-type: none"> • Foodservice managers and the management process • The organizational chart and its working relationships: responsibilities and accountabilities of the foodservice manager • Policies and procedures: purpose and revisions • Components of institutional foodservice personnel management • Effective supervisory skills and keys to success for the foodservice manager 	3	0	3



2	<p>Effective Communication</p> <ul style="list-style-type: none"> • Overview of the communication process • Awareness and understanding of cultural diversity • Speaking skills • Listening skills • Non-verbal communication in the food service workplace • Business writing skills 	3	0	3
3	<p>Supervisory Responsibilities: Recruitment</p> <ul style="list-style-type: none"> • Assess personnel needs and job specifications • Develop descriptions and competencies for staff positions • Recruit and select personnel: internal and external recruiting • Employee turnover issues and challenges • Interview applicants 	4	0	4
4	<p>Orientation and Training</p> <ul style="list-style-type: none"> • Importance of relevant and appropriate in-service training • Types of training models • Measure training results • Analyze training costs • The four-step training method 	3	0	3
5	<p>Managing Productivity and Controlling Labor Costs</p> <ul style="list-style-type: none"> • Forecast food service volume • Plan and evaluate adequacy of labor requirements • Develop a food production schedule • Monitor meal service for diet accuracy, portion size, temperature and texture • Use the staffing guide as a labor scheduling tool • Measure productivity standards 	4	0	4
6	<p>Evaluating and Coaching</p> <ul style="list-style-type: none"> • Benefits of performance evaluations • Obstacles to effective performance evaluations • Common performance evaluation errors • Approaches to performance evaluations • Formal and informal coaching 	3	0	3



7	<p>Disciplining Employees</p> <ul style="list-style-type: none"> • Myths about discipline • The purpose of disciplinary action • When to take disciplinary action • Utilize progressive discipline • Manage the disciplinary process 	3	0	3
8	<p>Legal Aspects of Managing Employees in the Foodservice/Hospitality Industry</p> <ul style="list-style-type: none"> • Equal employment opportunity laws • Workplace discrimination • Sexual harassment • Family and medical leave act • Safety and security • Managing employee performance • Substance abuse • Employment records and retention • Workplace surveillance 	3	0	3
9	<p>How to be an Effective Institutional Foodservice/Hospitality Manager</p> <ul style="list-style-type: none"> • Team building • What is teamwork and what are the types of team work • Stages of team development • The supervisor as a team leader 	3	0	3
10	<p>Motivation as a Management Tool</p> <ul style="list-style-type: none"> • Generation X, millennials and beyond • Getting to know your employees • Motivational strategies • Identifying motivational problems • Leadership styles and motivations 	3	0	3
11	<p>Managing Conflict in the Foodservice/Hospitality Work Place</p> <ul style="list-style-type: none"> • Benefits of conflict • Sources of conflict • Types of conflict • Outcomes of conflict • Conflict management styles • Tips for negotiating conflict 	3	0	3



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12	<p>Improving Effectiveness as a Foodservice/Hospitality Manager</p> <ul style="list-style-type: none"> • Importance of time management • Myths concerning time management • Time management tools • The art of delegation • Barriers to delegation 	3	0	3
13	<p>Managing Change in the Work Place</p> <ul style="list-style-type: none"> • Identify existing problems and needs • Prepare justification for change • Implement plan of action 	3	0	3
14	<p>Professional Development</p> <ul style="list-style-type: none"> • Own, plan and execute your personal development 	3	0	3
15	<p>Managing Professional Communications</p> <ul style="list-style-type: none"> • Participate in regulatory agency surveys • Participate in interdisciplinary meetings • Communicate client information at care planning meetings • Manage department meetings 	3	0	3
16	<p>Managing a Budget</p> <ul style="list-style-type: none"> • Determine facility needs • Plan a budget for improvements in the department design and lay out • Calculate cost of food, menus, labor and supplies • Conduct a productivity cost comparison study • Monitor expenses and recommend cost saving department practices • Manage and promote revenue-generating services: i.e., cash activities and catered events • Implement variance report of actual costs vs. budget 	4	0	4



17	Quality Assurance/Performance Improvement <ul style="list-style-type: none"> • Evaluate client acceptance of foods • Define objectives and standards for foodservice • Monitor/audit quality indicators with proper tools • Interpret data for reports • Analyze data and making recommendations for improvements 	3	0	3
				54

OUT OF CLASS ASSIGNMENTS

- 1 individual project (e.g. survey food service operations and write a report).

METHODS OF EVALUATION

- 1 group project;
- 2 quizzes;
- 3 individual projects;
- 4 final examination.

METHODS OF INSTRUCTION

- Lecture
- Laboratory
- Studio
- Discussion
- Multimedia
- Tutorial
- Independent Study
- Collaboratory Learning
- Demonstration
- Field Activities (Trips)
- Guest Speakers
- Presentations



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TEXTBOOKS

Title	Type	Publisher	Edition	Medium	Author	ISBN	Date
Supervision in the Hospitality Industry	Required	Wiley	8	Print	Walker, John	978-1-119-14846-3	2017
Foodservice Management By Design	Required	Association of Nutrition and Foodservice Professionals			Levgold, D.	0982588437	2015