CARIBBEAN TOURISM LEARNING SYSTEM (CTLS)

ASSOCIATE DEGREE IN APPLIED SCIENCE

BUSINESS CORE

Revised Curriculum Handbook

2007

A COMPONENT OF THE CARIBBEAN TOURISM LEARNING SYSTEM (CTLS)
CIDA/CPEC/EU FUNDED PROJECT

CARIBBEAN TOURISM LEARNING SYSTEM (CTLS)

Caribbean Common Core Curriculum

Prepared by: Consultants
Mrs. Bernice Critchlow-Earle
Dr. Iva Dahl

Revised by: Consultant, Mrs. Bernice Critchlow-Earle

Edited by: CTLS Curriculum Technical Committee

Published by: Caribbean Tourism Human Resource Council
C/o Caribbean Tourism Organization
One Financial Place
Lower Collymore Rock, St. Michael
BARBADOS, West Indies

Telephone: (246) 427-5242
Fax: (246) 429-3065
E-mail: ctobar@caribsurf.com
Website: www.onecaribbean.org

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CTLS PROJECT:

Project Manager: Mrs. Bonita Morgan, Human Resource Director, Caribbean Tourism Organization (CTO)

Project Coordinators: Phases I & II: Ms. Yvonne Armour-Shillingford
Caribbean Tourism Human Resource Council/CTO/CRSTDP
Phase I: Ms. Candia Alleyne
OECS Education Reform Unit (OERU)

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The Caribbean Tourism Human Resource Council (CTHRC)

The Caribbean Tourism Organization (CTO) spearheaded the setting up of the Caribbean Tourism Human Resource Council (CTHRC) in 1998 and has undertaken to incorporate the work of this Council into its Human Resource Department. The CTHRC is the regional authority, with the political mandate to set standards for tourism education and training, agree on the programmes and provide the institutional accreditation and programme validation for extra-regional institutions and programmes. It has the authority to direct the course of tourism education and training in the region.

The Council which acts as an umbrella agency for tourism human resource development in the Caribbean, will serve to develop and upgrade its tourism human resources at all levels of the education system, thus ensuring a highly competent tourism workforce, aimed at enhancing the region's overall competitiveness towards the achievement of sustainable tourism development.

The overall goal of the Caribbean Tourism Human Resource Council is to "develop and promote a systematic and coordinated approach to human resources planning, research, education and training in Caribbean tourism to meet the demands of a globally competitive tourism environment".

The Caribbean Tourism Learning System (CTLS)

The CTLS is one that facilitates a strategic and coordinated tourism education and training strategy for the Caribbean. The CTLS aims to raise the level of professionalism of tourism workers to meet international standards and global competitiveness.

The key elements of the Caribbean Tourism Learning System are:

- **Unified core curriculum for different levels of certification at the tertiary level of education**
- **Use of occupational standards linked to the core curriculum**
- **Tourism modules for primary and secondary schools**
- **Public awareness and career awareness at the secondary school level**
- **Exchange programmes for students, industry employees and tourism educators under the Tourism Internship Exchange System (TIES) programme**
- **Student and industry employee mobility throughout the region**
- **Self-regulatory quality assurance systems for public and private sector tourism education and training service providers**
- **Programme articulation to facilitate transfer of credits between institutions**

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BUSINESS CORE

Business Core courses are 3-credit courses (minimum 45 hours of instruction) that are offered along with General Education and specialty courses.

1 Introduction to Tourism /Hospitality

2 Internship

3 Introduction to Management

4 Marketing 1

5 Accounting 1

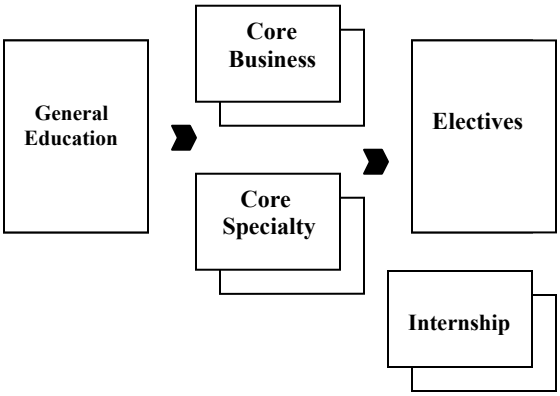
6 Entrepreneurship

7 Hospitality Law

8 Micro-Economics

9 Quality Customer Care

Common Core Courses



Graduates are prepared for employment at management-trainee positions within the industry and are eligible for transfer into degree programmes.

INTRODUCTION

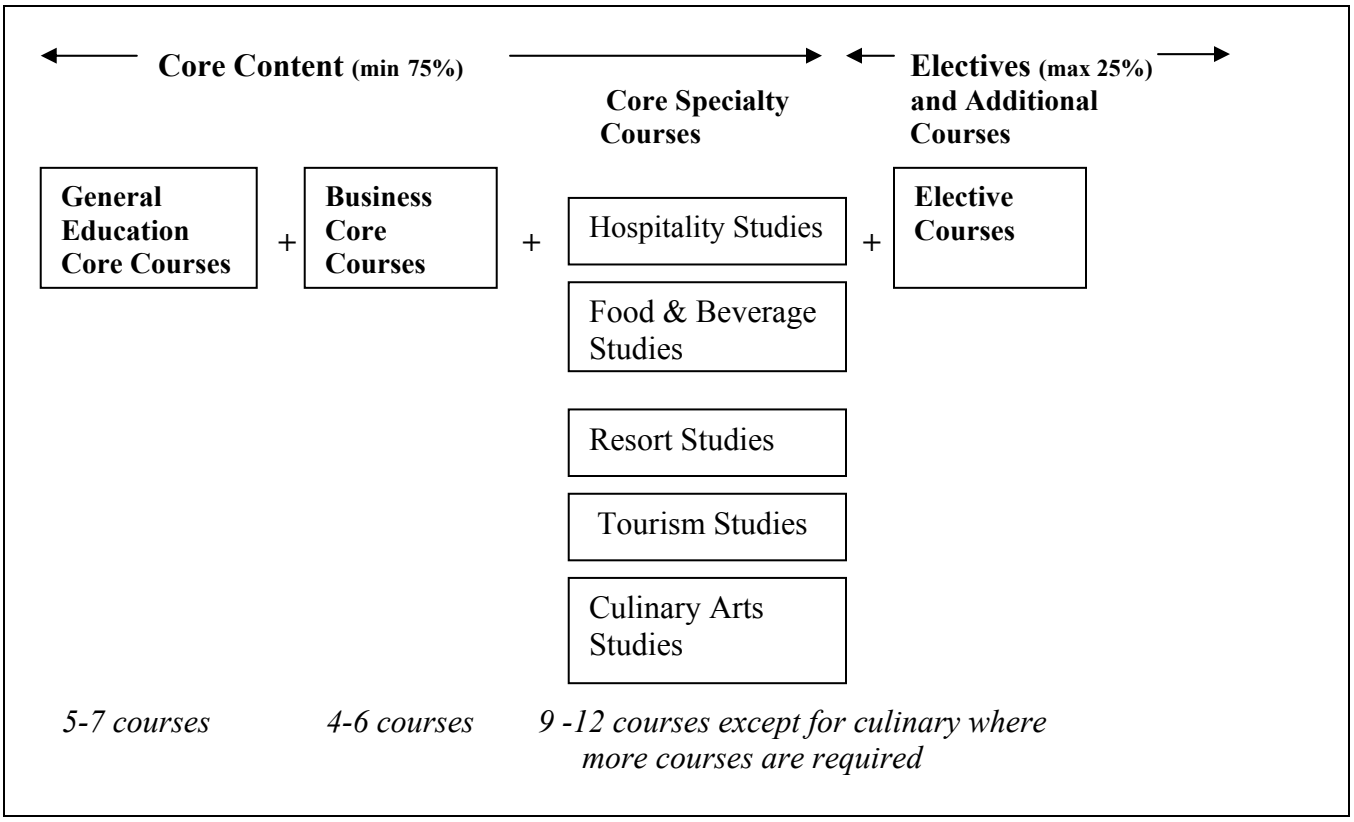
The Tourism/Hospitality Industry must be staffed at all levels by individuals who are well equipped with the knowledge, skills and appropriate attitudes to satisfy the demands of this dynamic industry.

This global training can best be realized through a dedicated partnership between the specialized educational institutions and the tourism sector. A partnership such as this should effectively garner the requisites of the industry, thereby making it possible to provide students with the essentials to contribute to a prosperous Tourism/Hospitality Industry.

The Learning Outcomes for the Business Core are listed. The theory courses are calculated at 3 credits per course with a maximum of 45 hours of instruction.

In addition to General Education courses, specialty courses and electives agreed to by industry leaders and educators, each Associate Degree programme will offer a range of business courses.

CURRICULUM COURSE STRUCTURE



SYNOPSIS OF COURSES

INTRODUCTION TO TOURISM/HOSPITALITY
This introductory course will review the historical development of the tourism/hospitality industry. The growth, development and trends in the industry will be emphasized and linkages with the economy will be examined. Through interaction with practitioners within the Hospitality Industry, the learner will focus on the critical importance of people to the industry.

INTERNSHIP
Supervised Work Experience is designed to provide the students with business placement commensurate with their chosen career. The placement is 480 hours in duration during which time the students receive at least one visit from the tutor. The student will be allocated a workplace mentor who will ease the students' integration into the organization.

INTRODUCTION TO MANAGEMENT
This introductory course will provide the student with a general survey of management. The learner will be exposed to the concepts and principles of management. Focus will be on the basic functions of management and its importance to organizations.

MARKETING 1
This introductory course exposes the student to the basic principles and practices of marketing. Marketing strategies will be examined along with marketing concepts and their application to the industry.

ACCOUNTING 1
This course introduces students to the concepts, terminologies and principles of accounting. It gives students knowledge of the analysis of financial statements. Participants will be required to work through the full accounting cycle.

ENTREPRENEURSHIP
This introductory course introduces the learner to the operations of small businesses. The essentials of starting a small business from the generation of an idea through the actual operations will be examined.

HOSPITALITY LAW
This course is an introduction course that will focus on hotel and restaurant issues. Court systems, jurisdiction, contracts, negligence and guest relationship as it relates to liability arising from the various segments of the industry.

MICRO-ECONOMICS
This course will introduce students to the analytical concepts and the basic principles of micro economics, as well as provide them with information on economic reasoning, notions and terminology.

QUALITY CUSTOMER CARE
This introductory course is designed to sensitize students to the crucial role that quality customer service plays in the success of organizations. The importance of delivering quality customer service consistently will be emphasized. Strategies and techniques designed to maintain and exceed customer expectations and thereby enhance customer value and build customer loyalty will be examined. The role of the service provider and the importance of attitude and professionalism will also be explored.

1 INTRODUCTION TO TOURISM/HOSPITALITY

Prerequisites: none **Credits: 3**

Overview

This introductory course will review the historical development of the tourism/hospitality industry. The growth, development and trends in the industry will be emphasized and linkages with the economy will be examined. Through interaction with practitioners within the Hospitality Industry, the learner will focus on the critical importance of people to the industry.

General Objectives

This course is designed to:

1 provide a global perspective of the tourism and hospitality industry, its impacts, trends, functions associations involved and potential careers
2 acquaint students with local, regional and international tourism organizations and their mission
3 develop attitudes to quality and value in respect of people, management and customer care

Learning Outcomes

Upon successful completion of this course, learners will:

1 identify and discuss the impact of tourism on a destination.
2 identify key associations and organizations and how they impact both domestic and international tourism.
3 describe the sources that shaped the development of the hospitality industry.
4 analyze and explain the various trends and how they impact the tourism/hospitality industry.
5 identify and discuss the varied careers associated with the tourism/hospitality industry.
6 demonstrate an understanding of how the Tourism/Hospitality industry functions.

Unit 1

Topics

1.0 Tourism Definitions and Motivations

Objectives

Upon completion of the topic the student will be able to:

1.1 identify the differences between the tourism and the hospitality Industries
1.2 state and describe various tourism definitions such as international and domestic tourism; and categories of tourist (VFR's, excursionists etc.)
1.3 identify and list tourist motivations for travel
1.4 describe the "Pull and Push Factor Theory"

Content

- Definition of "tourism industry" and "hospitality industry".
- Other tourism definitions
- Tourism motivations for travel
- Push and Pull Factor Theory

2.0 Development and Growth of Tourism

Objectives

Upon completion of the topic the student will be able to:

2.1 explain the historic development of tourism
2.2 describe the physical, social and economic reasons for travel

Content

- Tourism history
- Reasons for travel

3.0 The Role of Tourism Organizations

Objectives

Upon completion of the topic the student will be able to:

3.1 identify the role and structure of local, regional and international organizations
3.2 list the names of various tourism organizations: CTO, WTTC, WTO, IATA, ASTA, CHA, etc

Content

- Local, regional and international organizations
- Tourism organizations

4.0 The Tourism Economy

Objectives

Upon completion of the topic the student will be able to:

4.1 list the economic sectors of the country
4.2 define what is an economic linkage
4.3 Identify linkages between the tourism sector and other sectors of the economy.
4.4 describe various tourism statistical terms such as: GNP, GDP, Incomes, foreign exchange, direct and indirect employment leakages

Content

- Economic sectors
- Economic linkage
- Tourism linkages
- Tourism statistical terms

5.0 The Impacts of Tourism

Objectives

Upon completion of the topic the student will be able to:

5.1 discuss the social/cultural environmental, physical and technological Impacts
5.2 discuss environmental Projects
5.3 describe how negative impacts can be controlled through the use of Sustainable Tourism, carrying capacity and inclusion of residents in tourism

Content

- Social/cultural impacts
- Environmental impacts
- physical and technological impacts
- Environmental projects

6.0 The Components of Tourism

Objective

Upon completion of the topic the student will be able to:

6.1 discuss the components of tourism in relation to categories, location, organization and management of:
  - Accommodation
  - Food and Beverage
  - Transportation
  - Adventure Tourism and Recreation
  - Attractions
  - Travel Trade
  - Events and Conferences
  - Tourism Services

Content

- Hospitality components categories
  - categories
  - location
  - organization and management structures

7.0 The Nature of Hospitality and Service

Objectives

Upon completion of the topic the student will be able to:

7.1 describe the characteristics necessary for providing good service
7.2 discuss service, servitude and subservience

Content

- Characteristics of good service
- Service vs servitude

8.0 Careers

Objectives

Upon completion of the topic the student will be able to:

8.1 list and describe various careers within the hospitality industry
8.2 discuss innovative career options
8.3 identify the characteristics of a tourism professional.

Content

- Tourism/hospitality career paths

Unit 2

Topics

9.0 Trends in Tourism and Hospitality

Objectives

Upon completion of the topic the student will be able to:

9.1 discuss markets and future developments
9.2 discuss packaging of the product
9.3 discuss the application of information technology to the industry

Content

- Emerging trends in tourism and hospitality
- Packaging of the tourism and hospitality product
- IT application in the tourism/hospitality sector

Instructional Methods

The programme is to be delivered through a series of instructor led presentations, must include guest speakers from the industry. Formats, which should be utilized, are panel discussions and individual presentations. These methodologies should be followed by question and answer periods.

Assessment and Evaluation

- The coursework mark accounts for 40% of the final grade for the course. There are two coursework assignments (either class exercises or homework assignments) - one valued at 15% and the other at 25%.
- The final examination test items take the form of multiple choice and account for 60% of the final grade for the course.

Recommended Text

Tourism and Hospitality in the 21st Century; edited by a Lockwood and S Medlik; published by Butterworth-Heinemann 2003

Introduction to Hospitality Operations, 2nd Edition – Peter Jones

Introduction to Hospitality – John Walker

The Art and Science of Hospitality Management – by Jerome Vallen and James Abbey

Hospitality Today- Educational Institute of the American Hotel Motel Association

Modern Hotel and Motel Management – Gerald Lattin

An Introduction to Tourism – by Licorish and Jenkins

Introduction to Tourism and Travel: an International Approach – by Michael Coltman

Resources

Chanel View Publishers
University of Strathclyde

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation by students is an integral part of the learning process.

2 INTERNSHIP

Prerequisite: completion of all subjects of the Associate Degree Programme

Credits: **6 (minimum of 480 hours)**

Overview

Supervised Work Experience is designed to provide the students with business placement commensurate with their chosen career. The placement is 480 hours in duration during which time the students receive at least one visit from the tutor. The student will be allocated a workplace mentor who will ease the students' integration into the organization.

General Objectives

This course is designed to:

1 allow students further exposure to employment within the Tourism and Hospitality and related industries.
2 enable students to relate to concepts, theories and techniques, which are studied.
3 allow students to practice a range of technical and social skills covered on the pathway.
4 help students to identify career paths with hotel, catering and related organizations.
5 encourage students to develop contacts with potential employers and to construct work experience profiles commensurate with the demands of future employers.
6 develop students' attitudes to quality and value in respect of people, management and customer care

Learning Outcomes

Work experience enables a student to:

1 practice theoretical principles.
2 follow instructions.
3 demonstrate knowledge of specialty area.
4 apply procedures.
5 analyze plans and procedures.
6 prepare procedures.
7 manage area of specialization.
8 organize tasks.
9 supervise procedures being performed.
10 prepare reports.

Assessment and Evaluation

Student Logs
Appraisal by employer and tutor – see attachment

On-line Resources:

Caribbean Tourism Human Resource Council's (CTHRC)'s website links to:

Presentation on:
"How to get the most out of Internship Programmes" by Mr. Guillermo Graglia, TIES Regional Coordinator, PUCMM, Dominican Republic
www.onecaribbean.org/information/documentview.php?rowid=1678

Tourism Internship Exchange System (TIES)
www.pucmm.edu.do/rties

Attendance

Students are encouraged to attend all class sessions as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.

INTERNSHIP

AIMS OF INTERNSHIP

- To integrate elements of College Programmes with various industry practices and policies
- To develop competence in particular skills, eg:
  - Manual skills
  - Informational skills
  - Decision making skills
- To increase confidence and self-awareness

STAGES OF THE INDUSTRY BASED LEARNING"

PREPARE INDIVIDUAL "LEARNING AGENDA"

↓

FROM THIS YOU WILL BE ASSISTED TO PREPARE A "LEARNING CONTRACT OR PLAN"

↓

NEGOTIATE THE PLAN WITH PLACEMENT EMPLOYER

↓

WORK IN THE INTERNSHIP TO ACHIEVE LEARNING OUTCOMES

↓

RETURN TO COLLEGE WITH EVIDENCE OF LEARNING

↓

ASSESS EVIDENCE OF LEARNING

↓

USE YOUR INTERNSHIP AS A VEHICLE TO ENHANCE LONG TERM CAREER AMBITIONS

THE LEARNING AGENDA

The "learning agenda" can be described as a self-evaluation exercise where you should identify and evaluate the following:

- The aims and objectives that you hope to achieve.
- Your strengths and weaknesses, both personal and technical, and how you can improve these.
- How the internship's learning outcome can assist your short and long term career goals.

Ask Yourself

- What am I going to learn?
- How can I prove the learning/competencies achieved?
- How can I use this evidence to enhance long term career ambitions?

Your "Learning Agenda" should be kept and updated throughout your attachment and will be used as part of the assessment criteria.

CURRICULUM VITAE

A Curriculum Vitae is a package containing a standard career history. An example is given below:

Compiling A Curriculum Vitae

- It must be neatly presented either typed or work processed.
- Keep it brief, two pages if possible and typed on one side of the paper.
- Be factual, positive and concise.

Photographs

Include a photograph professionally taken but, if possible, not from a booth. Dressing smartly always makes a better impression: shirt and tie for males; neat neckline for females.

SUGGESTED FORMAT

PERSONAL DETAILS

Name:.....

Home Address:.....Tel No:.....

Date of Birth:.....

Nationality:.....

Marital Status:.....

EDUCATIONAL DETAILS

Secondary Education:.....

Date from ..... until .....

Qualifications	*Year*	*Subject*	*Grade*
University Education			
Qualifications taken or studying			
Supplementary Qualifications			

Qualifications	*Year*	*Grade*

WORK EXPERIENCE

This should include previous industrial attachments and any relevant part time or holiday work, etc.

REFEREES

One educational reference from perhaps your course tutor
One character reference from a person of standing in the society
A past employer may also act as one of the above

POSTS OF RESPONSIBILITY

INTEREST AND HOBBIES

PRESENTATION

Place your Curriculum Vitae in a quality cover

INDUSTRIAL COUNSELLING RECORD

Name of Student:.....

Name of Programme:.....

Date	Action

GENERAL INFORMATION

Hours
Adhere to your roster.

Skills
Your ability to progress to a higher level of competence will depend on your enthusiasm and commitment.

Visits
Tutors will visit periodically. Students will be advised in advance of the date and time of the visit. As tutors will be travelling extensive distances with strict time schedules, it is crucial that **appointments are kept.**

Industrial Liaison
Please remember that if you have a problem that cannot be resolved amicably by yourself and your employer, then please contact a member of the tutorial team.

Absence
For absence due to sickness and other short-term occurrences, please follow code of practice. For more prolonged terms of illness please contact the college tutors and provide medical certification.

Termination of Any Internship Must Be Conducted in a Professional Manner

(No placement may be terminated without consultation with and permission from the tutor responsible for internship and the employer).

General Advice

Ensure that you have the full attachment address, telephone number and contact name, and inform your family before taking up the attachment.

If the organization is situated in a remote area take account of the infrequency of transport, but also take advantage of the surrounding environment and plan accordingly.

Employer Appraisal

At the end of your attachment, the employer is asked to complete an assessment form that comments on your progress and standards attained. The assessment should be returned to the College. It is important that you bring this document back to the College personally.

Remember that you are potential workers in the industry and, as a result, should gain the maximum advantage from the attachment.

THE INTERNSHIP ASSESSMENT CRITERIA

The assessment can be as follows for a student pursuing supervisory level studies:

Section 1 The compilation of a detailed and accurate learning agenda, completed prior to the release period.

Section 2 A complete record in the form of a log book should be submitted which would include learning targets and outcomes.

Section 3 **Self Evaluation Record**

Compile a continuous evaluation of your self-development throughout the industrial release which identifies strengths and weaknesses, ie, technical skills, social skills and communication skills, etc. How does this compare with your "PLANNED LEARNING AGENDA".

Compile this evaluation weekly/monthly and submit for assessment when you return to College.

In Addition

Keep a PROGRESSIVE RECORD noting to what extent the internship experience reinforces or changes your expectations of the industry.

This should be presented in report format.

Section 4 A satisfactory appraisal by employer and visiting tutor from each establishment/organisation experience.

Section 5 The specified amount of weeks should be completed in a satisfactory manner, taking in to account professional industrial practices.

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STUDENT LOG FORMAT

WEEK ENDING

My main activities this week were:
Evidence of this learning is as follows:
The knowledge/skills I hope to learn and improve over the next week are:
To make progress I need to: (ACTION PLAN)

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ASSESSMENT

- Complete the work internship period satisfactorily. The criteria for satisfactory completion includes evidence of:
  - the stipulated number of weeks/months, etc, of internship
  - medical certification to account for absence due to ill health. This can be taken into consideration.
  - personal motivation, application and suitability to the industry based on the employer's appraisal and visiting tutor's appraisal.
- Complete work schedule programmes satisfactorily, where the criteria for satisfaction includes evidence of:
  - the ability to analyze personal strengths, weaknesses, aims and objectives of the **supervised work experience**.
  - the ability to analyze the learning outcome of experiences, achievements and skills development.
  - contribution to the activities of the debrief period.

10

EMPLOYERS' APPRAISAL FORM

Student:.....Date:.....

Supervisor:.....

Address of Employer:.....

.....

.....

Could this evaluation be discussed with the student and given to them when returning to the College.

Thank you for your time in completing this form and the valuable support you have given to our students on the Internship Programme.

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APPRAISAL FORM (Cont'd)

	Excellent	Good	Satisfactory	Poor	Unsatisfactory	Comments
Personal Skills						
General Appearance						
Reliability						
Initiative						
Attitude						
Enthusiasm						
Willingness to Work						
Peer Group Relations						
Working with Others						
Communication with Others						
Technical Skills (list skills)						
Quality of Work						
Competence in Selected Tasks (List tasks)						

Any further comments:.....

.....

.....

.....

.....

.....

.....

13

APPRAISAL FORM (Cont'd)

Please comment on:

Individual Strengths:.....

.....

.....

.....

.....

.....

Weaknesses:.....

.....

.....

.....

Areas of Technical Development Competence:.....

.....

.....

.....

.....

.....

.....

Suitability for the Industry:.....

.....

.....

.....

14

THE INTERNSHIP DEBRIEF
(AN EXAMPLE FORMAT)

There will be an extended period of time at the completion of your internship to reflect and share your experiences.

The purpose of this debrief is to discuss the placement experience in an objective manner and take account of the findings to enhance future placement strategy.

Group Discussion and Presentation

Students will form groups according to their identified sector and compile a summary of the strengths and weaknesses including their own compatibility with the industry and identified sector.

The summary will be formally presented to the meeting by a group spokesperson with an opportunity for questions at the conclusion of the presentation.

Individual Student Evaluation

Completion of a short evaluation questionnaire will precede individual student debriefing and portfolio development.

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3 INTRODUCTION TO MANAGEMENT

Prerequisites: None **Credits: 3**

Overview

This introductory course will provide the student with a general survey of management. The learner will be exposed to the concepts and principles of management. Focus will be on the basic functions of management and its importance to organizations.

General Objectives

This course is designed to:

1 introduce students to the concepts and principles of the management discipline
2 relate the importance of the management function to the enterprise

Learning Outcomes

Upon successful completion of this course, learners will:

1 explain the major philosophical schools of management
2 demonstrate the functions of management.
3 describe and demonstrate concepts and principles of management.
4 apply the tools of decision-making.
5 explain the concepts of management versus leadership.
6 explain the principles of Total Quality Management.

Topics

1.0 Management Theories

Objective

Upon completion of the topic the student will be able to:

1.1 discuss and evaluate the significance of the major schools in the evolutionary development of management thought.

Content

- Classical/scientific management
- Human Relations Management.
- Behavioural Science Theorists
- Contingency Theorists, Systems Theorists
- Contemporary pre-occupations.

2.0 The Role of Management

Objective

Upon completion of the topic the student will be able to:

2.1 assess the role of the management in an organization in reaching corporate objectives.

Content

- Informational roles
- Decisional roles
- Liaisons etc

3.0 Managerial Functions

Objective

Upon completion of the topic the student will be able to:

3.1 assess the role of the management functions in reaching corporate objectives.

Content

- Planning, control, directing.
- Concepts of delegation.
- Authority, accountability and responsibility.
- Key areas of motivation, communication and leadership.
- Role of managerial control.
- Need for placement, frequency and types.
- Management by exception.
- Primacy of corporate objectives, MBO.
- Need for effective planning.
- Types of plans.
- Planning in a turbulent environment.
- Link between planning and policymaking.
- Implementation of strategy through organizational design.

- Alternative structure and relationships in formal organizations.
- Relationship to informal organization.

4.0 Effective Management

Objective

Upon completion of the topic the student will be able to:

4.1 analyze and select appropriate individual techniques of effectiveness in a corporate setting.

Content

- Time & stress management.
- Management of people.
- Management of the service function.
- Management of meetings.

5.0 Organizational Techniques

Objective

Upon completion of the topic the student will be able to:

5.1 demonstrate an appreciation of organizational techniques appropriate to a group setting.

Content

- Team building.
- Problem solving and decision making techniques.
- Delegation, organization and leadership in practice.

6.0 Contemporary Management

Objective

Upon completion of the topic the student will be able to:

6.1 analyze the contemporary managerial field of thought and practice.

Content

- Organizational responsibility to stake holders and society.
- Implementation of change.
- Current issues and emergent techniques.
- Total quality management.
- Managerial career development.
- Managerial literature, academic and professional.
- Management as a profession.

7.0 Introduction to Human Resource Management

Objective

Upon completion of the topic the student will be able to:

7.1 explain the human resource function in the work environment.

Content

- Definitions.
- Functions.

Instructional Format

Lecture
Case Studies
Guest Lecturers

Assessment and Evaluation

Assignments, Quizzes, Case Study – 40%
Examination – 60%

Recommended Text

Practical Management for Supervisors;
Glencoe/McGraw Hill

Resources

Management: Meeting and Exceeding Customer Expectations, Plunkett and Attner; published by International Thomson.

Supervisory Skills: Educational Institute of the American Hotel and Motel Association.

Management; Richard L Daft.

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.

4 MARKETING 1

Prerequisites: None **Credits: 3**

Overview

This introductory course exposes the student to the basic principles and practices of marketing. Marketing strategies will be examined along with marketing concepts and their application to the industry.

General Objectives

This course is designed to:

1 expose the students to the role of marketing and its core concepts
2 assist the students to define the concept of positioning for competitive advantage
3 illustrate the organizational buying process
4 outline how companies can be proactive rather than reactive when responding to environmental trends

Learning Outcomes

On completion of the module, the student will be able to:

1 develop an appreciation of marketing's strategic importance and relevance throughout various types of organizations.
2 describe the impact of the marketing environment on marketing strategy.
3 explain the key approaches to understanding customers and their behaviour.
4 suggest alternative approaches to segmenting a market.
5 describe the key considerations to be taken into account when determining the marketing mix and appreciate the interrelationship of the different elements.
6 develop analytical skills by the application of marketing theory to a variety of industries and markets.

Topics

1.0 Marketing Concepts

Objectives

Upon completion of the topic the student will be able to:

1.1 define the terms "marketing", "marketing orientation", "marketing concept" and "market".
1.2 list the elements of the marketing mix
1.3 list and describe the main factors, which affect marketing decisions.

Content

- Marketing Definition
- Hospitality Marketing
- Marketing Concept & Marketing Orientation
- Demand Management
- Marketing Environments

2.0 Marketing Research

Objectives

Upon completion of the topic the student will be able to:

2.1 define marketing research
2.2 describe the main factors in research procedure
2.3 distinguish between primary and secondary data
2.4 distinguish between reactive and non-reactive methods of data collection.

Content

- Market & Marketing Research
- Research motives
- Marketing Research Industry
- Research procedures
- Analysis of information needs and funding information
- Collecting information

3.0 Consumer Behaviour

Objective

Upon completion of the topic the student will be able to:

3.1 discriminate between complex buying behaviour, variety seeking buying behaviour and dissonance reducing buying behaviour and inertia.

Content

- Structure of Knowledge about Consumer Behaviour
- Key Concepts in Consumer Behaviour
- Personal Characteristics, Social Influence & Culture in Consumer Behaviour
- Models of Consumer Behaviour

4.0 Identifying Target Markets

Objective

Upon completion of the topic the student will be able to:

4.1 differentiate between market targeting and market segmentation.

Content

- Segmentation Analysis

5.0 Planning Marketing Strategy

Objectives

Upon completion of the topic the student will be able to:

5.1 identify the main benefits of planning
5.2 distinguish between direct and indirect methods of sales forecasting

Content

- Planning and the Objectives
- Forecasting
- Internal & External Audits
- Determining Constraints and Profit Gaps
- Production of Strategies, Policies and Plans
- People in Planning

6.0 Creating Marketing Strategy

Objectives

Upon completion of the topic the student will be able to:

6.1 define the terms: "strategy", "policy tactics", "marketing strategy",
6.2 identify key components of marketing strategy
6.3 write marketing objectives
6.4 identify new approaches to marketing

Content

- Strategy, Policy and Tactics
- Marketing Strategy and corporate objectives
- Selecting strategic business limits
- Writing Marketing Objectives
- The Strategic Marketing Mix
- Implementation, control and organization
- New approaches to Marketing
  - e-marketing
  - direct marketing

7.0 The Product

Objectives

Upon completion of the topic the student will be able to:

7.1 define the terms "product", "product mix" and "product life cycle"
7.2 identify the major product decision
7.3 classify and identify the main components of the tourism/hospitality product

Content

- Definition
- Product Classification
- Product Life Cycle

8.0 Principles of Pricing

Objectives

Upon completion of the topic the student will be able to:

8.1 distinguish between "price", "worth" and "value"
8.2 identify the main influences upon the pricing decision
8.3 explain the importance of cost in pricing.

Content

- Nature of price
- Influences on pricing decision making
- Pricing strategies

9.0 Principles of Distribution and Channel Management

Objectives

Upon completion of the topic the student will be able to:

9.1 identify the important function of channels of distribution
9.2 explain the scope of distribution
9.3 explain the differences between conventional and vertical marketing systems

Content

- Scope of Distribution
- Channel Functions and Flows
- Channel Members
- Organizational Patterns in Hospitality Marketing Channel
- Channel Planning

10.0 Principles of Promotion

Objectives

Upon completion of the topic the student will be able to:

1.1 explain the main function of promotion
1.2 define the components of the promotion mix
1.3 list the factors that influence the size of the promotion budget

Content

- Role and Nature of Promotion
- Promotion Mix
- Communication Problems and Theory
- Budgeting the Promotional activities

11.0 Packaging

Objectives

Upon completion of the topic the student will be able to:

11.1 define the term "packaging"
11.2 discuss methods of packaging

Content

- Role and Nature of Packaging

Assessment and Evaluation

The final grade for this course is determined as follows:

- Participation - 5%
- Team Project - 15%
- Mid-semester test - 20%
- Marketing Activity - 60%

Recommended Texts and Resources

Kotler and Armstrong. Principles of Marketing, 10th Edition.

Marketing Today, David Rackman.

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.

5 ACCOUNTING 1

Prerequisites: None **Credits: 3**

Overview

This course introduces students to the concepts, terminologies and principles of accounting. It gives students knowledge of the analysis of financial statements. Participants will be required to work through the full accounting cycle.

General Objective

This course is designed to:

1 introduce the student to the concepts and terminology used in the accounting discipline
2 introduce the student to the principles which are used to govern the field of accounting
3 introduce the student to the mechanics required to assist them in working their way through an accounting system
4 familiarize the student with procedures necessary to complete and analyze financial statements

Learning Outcomes

Upon successful completion of this course the learner will:

1 state the fundamental purpose of accounting
2 complete an accounting cycle.
3 describe accounting practices related to an accounting system for a service business.

Topics

1.0 Accounting for Business Transactions

Objectives

Upon completion of the topic the student will be able to:

1.1 explain the concept and state the importance of a chart of accounts and design a chart based on specified criteria.
1.2 give a brief description of "the uniform system of accounting" and explain its purposes and functions.
1.3 differentiate between assets and liabilities and identify and categorize those accounts, which are found in current and fixed assets, and those that are found in current and long-term liabilities.
1.4 differentiate between revenue items and expense items and categorize accounts in both these areas.
1.5 explain the difference between debit and credit entries and post specified transactions t the appropriate books of record.
1.6 explain the use and importance of double entry system of accounting and post simple transactions, using this principle.
1.7 compile a simple trial balance of posted accounts and explain the function of the trial balance in the accounting process.
1.8 explain the meanings, and give examples of prepaid and expired expenses and unearned and unrecorded revenue.

Content

- Chart of Accounts
  - The Purpose and use of the Chart of Accounts
  - The Accounting Equation
  - The Uniform System of Accounting
- Asset, Liability and Equity Accounting
  - Current Assets
  - non-Current Assets
  - Other Assets
  - Current Liability
  - Long Term Liability
  - Equity
- Revenue and Expense Accounting
  - Revenue Classification
  - Expense Classification
- Accounting Records
  - Ledger Accounts
  - Journal Entries
  - The Double Entry Method
  - The General Ledger
  - The Subsidiary Cash Books
  - Trial Balance
  - Income Statement

2.0 End-Of-Period Accounting

Objective

Upon completion of the topic the student will be able to:

2.1 Period End Accounting
- Explain the concepts of depreciation, inventory valuation, Bank Reconciliation and Bad Debts write off.

Content

- Depreciation
- Inventory Valuation
- Bank Reconciliation
- Bad Debts write off

3.0 Balance Sheet and Income Statements

Objectives

Upon completion of the topic the student will be able to:

3.1 prepare adjusting and closing entries
- Adjusting Entries
- Expired Assets
- Unrecorded Expenses
- Prepaid Expenses
- Unrecorded Revenue
- Unearned Revenue

3.2 calculate Cost of Sales

Content

- Preparation of Balance Sheet and Income Statement
- Cost of Sales

Instructional Format

Lecture
Case Studies
Guest Lecturers

Assessment and Evaluation

The assessment for this course takes the following form:
- 2 term tests worth 25% - one test covers topics done in weeks 1-4 and the other covers topics done in weeks 5-9.
- An individual comprehensive term assignment and graded homework exercises – 15%
- A final exam worth 60%

Recommended Text

Introduction to College Accounting;
Bischoff G W.

Resources

Understanding Hospitality Accounting 1, R Cote; published by Educational Institute of the AH&MA.

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation of students is an integral component in the learning process.

6 ENTREPRENEURSHIP

Prerequisites: Accounting, Marketing & Economics

Credits: 3

Overview

This introductory course introduces the learner to the operations of small businesses. The essentials of starting a small business from the generation of an idea through the actual operations will be examined.

Learning Outcomes

Upon successful completion of this course, the learner will:

1 apply the concepts and practices of business planning.
1 develop a financial plan for a small business.
3 interpret financial statements of a small business.
4 conduct market research/feasibility study.
5 prepare a business Plan for a new venture.
6 distinguish between Sole Trader and Partnership

Topics

1.0 Parameters and Concepts of Business Ventures

Objectives

Upon completion of the topic the student will be able to:

1.1 explain the differences between sole proprietorship and partnership
1.2 discuss Venture Capital

Content

- Sole Proprietorship
- Partnership
- Venture Capital

2.0 Feasibility Studies

Objectives

Upon completion of the topic the student will be able to:

2.1 identify the components of a needs analysis
2.2 discuss general market characteristics
2.3 identify the components of a site evaluation
2.4 explain the concept of supply and demand
2.5 discuss characteristics of capital investment
2.6 identify various financing methods

Content

- Needs analysis
- General market characteristics
- Site evaluation
- Supply and demand analysis
- Capital investment
- Financing methods

3.0 Budgeting

Objectives

Upon completion of the topic the student will be able to:

3.1 discuss the budget cycle
3.2 identify the long vs. short term budget
3.3 explain an operating budget
3.4 explain a fixed budget

Content

- Cycle
- Long term/short term
- Operating budget
- Fixed budget

4.0 Financial Statements

Objectives

Upon completion of the topic the student will be able to:

4.1 identify and prepare in detail:
- the income statement
- the balance sheet

- the statement of changes in financial position

4.2 differentiate between organisational costs and organisational expenses
4.3 interpret financial statements through the process of ratio analysis
4.4 illustrate and translate break-even analysis given specified criteria
4.5 conclude the business decision-making process given specified criteria from various financial statements

Content

- Financial statements

5.0 The Business Plan

Objectives

Upon completion of the topic the student will be able to:

5.1 discuss and identify components of a business plan
5.2 explain the goals and objectives of a business plan
5.3 explain the term "market analysis"
5.4 discuss product costing and pricing
5.5 explain the legal requirements when making a business plan

Content

- Components
- Goals & Objectives
- Market analysis
- Product costing/pricing
- Legal requirements

Instructional Format

Lecture
Case Studies
Guest Lecturers
Projects

Assessment and Evaluation

- Four (4) assignments related to managerial finance that account for 40% of the total mark for the course.
- A project in which students are required to prepare an extensive business plan for the setting up of an enterprise – 60%

Recommended Text

Small Business Management, 3rd Edition, D Stokes; published by Letts Educational Essentials of Entrepreneurship

Small Business Management, T W Zimmerer and N M Scarborough; published by Prentice Hall.

Resources

Entrepreneurship Project Example – see attachment
Journals from Small Business Association

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.

ENTREPRENEURSHIP PROJECT EXAMPLE

"Life is either a daring venture or nothing", Hellen Keller

Objectives

1 The project is designed to assist students in developing an appreciation of specified criteria in the business world.
2 To familiarize students with various aspects of record keeping and vital pre-requisites in the development and operation of small business
3 To provide students with the foundation necessary and to create an environment whereby the entrepreneurial skills of the student may be stimulated and brought to the fore.

Project

You are required to select a service-oriented business; e.g., a nursery school, a food service outlet, a mini-mart, tourism ancillary service, etc and establish in a location of your choice. The area will be suitable for the operation you have selected as will be indicated by your feasibility study.

You have a personal savings account of $---------- with which you desire to start operation and need a further amount, which must not exceed $---------- (an amount which you will obtain from your banker or some other financial institution), to form your initial capital base. This loan is optional and should be used only if desired. This business may be set up either as a sole business or as a partnership. Two or three students may join together to prepare a project.

Outline

The business should be looked at from the following perspectives:

1 Nature and background
2 The feasibility study
3 Organization and control
4 Other factors

1.0 Nature and Background

1.1 Give a detailed description of the type of business, which you are proposing.
1.2 Give the name of the business and the reason for the name you have chosen.
1.3 Give the exact location of your proposed business and your proposal for the acquisition of such business, e.g., by rental, purchase, leasing, mortgage, etc.
1.4 State the philosophy of the business, its mission and ethics.
1.5 State the factors, which will contribute to your business being more successful than similar businesses.

2.0 The Feasibility Study

2.1 A feasibility study is essentially an analysis of the market information, the operational concepts and the financial considerations that you will gather for your proposal in order to determine whether or not your venture will be a viable one.

The components of the feasibility study should be along the following lines:
A The market survey
B The site evaluation
C The financial aspects

A The Market Survey
- Potential customers
- Their location, number, income levels, ages and sex
- Occupational patterns (if applicable)

Surrounding Areas
- Attractions
- Types of industries
- Type of businesses

Competition
- Number and type of service facilities
- The quality of the existing facilities
- Their market share
- Your sales volume potential
- Your turnover rates (if applicable)

Sale Generators
- The factors, which will generate business towards your facility (this will depend on the type of facility that your propose).

Examples would be as follows: conventions, office buildings, factory workers, residential developments, shopping areas, school population, baby boom, etc.

B Site Evaluation

Physical Characteristics

- Site and shops: a detailed floor plan drawn to scale should be provided (consideration should be given to parking areas, entrances and other exterior areas requires).
- Availability of utilities
- Positional characteristics: relationship to shopping centres, commercial areas, recreational areas, etc.
- Relationship to transportation facilities: easy access to/from site.
- Service facilities - Is the area adequately serviced? e.g., garbage and trash pickup.

C Financial Aspects

Capital Projections

- Land and construction costs (if applicable). Compile schedule to indicate.
- Furnishing and equipment costs. Include interior decorating, e.g., floor coverings, wall coverings, (if applicable), and exterior decorating, e.g., displays and electric signs (if applicable). Compile schedule to indicate.
- Operating equipment. For hotels, this would include chinaware, glassware, silverware and linen. Compile schedule to indicate.

Revenue Projections

- Operational Capital. A cash flow statement projecting cash considerations for at least the first two years of operation.
- Projected Income. A projected income statement indicting revenues and expenditures for the first two years of operation.

3.0 Organization and Control

3.1 Records management

3.2 State proposal for establishing and maintaining one or more cash accounts within the banking system.

3.3 Indicate types of accounts, location of bank, account numbers.

3.4 State the accounting system to be pursued: the sales policy; cash or credit.

3.5 Indicate proposals for cash disbursements and cheques, filing of purchase and sales invoices, etc.

4.0 Other Factors

4.1 Fiscal year
- End of business
- Best suited for type of business

4.2 Staff
- Number of employees
- Remuneration
- Incentive plan

4.3 Advertising
- Type of advertising
- Kind of media
- Estimated costs
- Objectives
- Markets
- Age groups, etc

4.4 Further considerations
- Outside services
  - financial
  - legal, etc
- Policies of the business
- Competitive pricing and service
- Any other consideration important to your particular enterprise.

7 HOSPITALITY LAW

Prerequisites: None **Credits: 3**

Overview

This course is an introduction course that will focus on hotel and restaurant issues. Court systems, jurisdiction, contracts, negligence and guest relationship as it relates to liability arising from the various segments of the industry.

General Objective

This course is designed to:

1 provide a legal perspective to hospitality and tourism related issues.

Learning Outcomes

Upon successful completion of this course, the learner will:

1 explain the difference between common and statutory law.
2 identify and explain the difference of civil and criminal law.
3 explain the doctrine of judicial precedent and how it operates
4 identify and explain the different types of contracts.
5 describe negligence and liability.
6 describe the legal responsibilities of managers in the hospitality industry.

Topics

1.0 The Legal System

Objective

Upon completion of the topic the student will be able to:

1.1 discuss the difference between civil and criminal proceedings

Content

- Common law
- Statutory law

2.0 Contracts

Objectives

Upon completion of the topic the student will be able to discuss:

2.1 the nature of a contract
2.2 the terms of a contract and exclusion clauses with special reference to sale and goods and hire purchase
2.3 offer and acceptance
2.4 the intention to create legal relations
2.5 the capacity of minors and corporations
2.6 misrepresentation
2.7 discharge of contract
2.8 remedies for breach
2.9 quantum meruit

Content

- Elements
- Terms
- Privity
- Discharge
- Breach
- Exclusion Clause

3.0 Aspects of the Law of Torts

Objectives

Upon completion of the topic the student will be able to define and discuss:

3.1 Negligence
3.2 RES IPSA Loquitor
3.3 occupiers' liability
3.4 employers liability
3.5 trespass
3.6 the rule of Rylands vs. Fletcher
3.7 nuisance

Content

- Recognition
- "RES IPSA Loquitor"
- Liability

4.0 Landlord and Tenant

Objectives

Upon completion of the topic the student will be able to discuss and describe:

4.1 leases
4.2 duties of the landlord
4.3 duties of the tenant
4.4 covenants

Content

- Rights, duties and responsibility
- Covenants
- Leases

5.0 Law Relating to the Hospitality Industry

Objectives

Upon completion of the topic the student will be able to:

5.1 identify three key areas of the act
5.2 differentiate between various liquor licenses and discuss how to obtain them
5.3 define common insurance terminology
5.4 outline various types of insurance coverage
5.5 discuss the tax laws relating to the hospitality industry

Content

- Duties of proprietors relative to guests and guest property.
- Food and Beverage legislation.
- Weights and Measures legislation.
- Licensing Law
- Insurance
- Taxation Laws

6.0 Consumer Protection

Objectives

Upon completion of the topic the student will be able to:

6.1 define "consumer"
6.2 discuss why consumers need protection
6.3 list a variety of consumer protection agencies

Content

- Criminal approach to this aspect of the law.
- Defective goods
- Prevention and criminal sanctions
- Enforcement

Instructional Format

Lecture
Case Studies
Guest Lecturers

Assessment and Evaluation

- This coursework mark accounts for 60% of the final grade for the course and is distributed as follows:
  - Two term papers - 40%
  - One group assignment - 20%
- The final examination accounts for 40% of the final grade for the course.

Recommended Text

Principles of Hospitality Law, 4th Edition, Allen Pannett and Michael Boella

Resources

Hotel, Restaurant and Travel Law, 6th Edition; a Preventive Approach, N G Cournoyer, a G Marshall and K L Morris; published by Delmar.

Business Law, Denis Keenan and Sarah Riches.

Statutes

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.

8 MICRO-ECONOMICS

Prerequisites: **Credits: 3**

Overview

This course will introduce students to the analytical concepts and the basic principles of micro economics, as well as provide them with information on economic reasoning, notions and terminology.

It will cover the Consumer Demand Theory, the Theory of the Firm and Production and Market Analysis.

General Objectives

This course is designed to:

1 Provide the students with an understanding of micro-economic theory and policy and how these affect decision making and problem solutions in individual economic units.
2 Emphasize the basic economic concepts of scarcity, choice, economic rationality, opportunity cost and efficiency, supply and demand utility price and the free market as well as the mixed economy.
3 Examine the main features of different types of business units and the ways in which they are financed.

Learning Outcomes

Upon successful completion of this course the student will be able to:

1 Evaluate micro-economic information
2 Analyze the micro-economic issues
3 Apply economic reasoning in practical settings

Topics

1.0 Economics and Economic Reasoning

Objectives

Upon completion of this topic students will be able to:

1.1 define Economics
1.2 discuss economic thought and systems pre and post Adam Smith's era.
1.3 discuss the concepts of efficiency and opportunity costs when making economic decisions.

Content

- Principles of Economics
- Holding other things equal
- Feudalism, mercantilism, socialism, physiocrats etc.
- Opportunity Costs

2.0 Consumers Demand Theory

Objectives

Upon completion of the topic the student will be able to:

2.1 explain the Theory of Consumer Behaviour
2.2 discuss Alfred Marshall's Theory of Supply and Demand
2.3 explain elasticity of supply and demand
2.4 illustrate and explain the supply and demand curve
2.5 illustrate and explain the indifference curve
2.6 illustrate and explain such motions are normal goods, inferior goods
2.7 explain how price is determined in the free market etc.

Content

- The cardinal approach to Consumer Utility Theory
- The ordinal approach to Consumer Utility Theory
- The Income of substitute effects
- Supply and Demand
- Indifference curve analysis
- Elasticity of Demand and Supply

3.0 The Theory of the Firm and Production

Objectives

Upon completion of this topic students will be able to:

3.1 explain the difference types of business organizations
3.2 discuss the objectives of the firm

3.3 define on short run and long run production periods
3.4 explain Production
3.5 understand and explain the Production Possibilities Frontier
3.6 explain and illustrate equilibrium of the firm
3.7 understand elements of costs

Content

- Sole proprietorship, partnership and corporations
- Profit maximization
- The Production Possibilities Curve
- The law of Diminishing Returns
- The law of variable proportions
- Revenue, cost and profits
- Economies and diseconomies of scale

4.0 Market Analysis

Objectives

Upon completion of this topic students will be able to:

4.1 identify markets with respect to the goods and services offered for sale. Production market, factors markets etc.
4.2 explain the different market conditions under which firms operate.
4.3 illustrate and draw diagrams showing profits maximization in the short run and long run.
4.4 distinguish between accounting and economic profit.
4.5 discuss government's involvement in the determination of price in the mixed economy.

Content

- Perfect Competition
- Imperfect competition: Monopoly, oligopoly, monopolistre competition and monophony
- Price ceiling and Price floors
- Price index

Instruction Format

Lectures
Guest Lectures
Field Trips

Assessments and Evaluation

Examination, quizzes, project - 40%
Examination (Final) - 60%

Recommended Text and Resources

Samuelson, Paul A. *Economics,* 10th Edition, McGraw-Hill Book Company, 1976

Sandiford, Lloyd E. *The Essence of Economic: An Introductory Text,* Cassia Publishing 1997

Attendance

Students are required to attend all classes as all information presented may not be covered in the prescribed text. Participation of students is an integral component of the learning process.

9 QUALITY CUSTOMER CARE

Prerequisites: **Credits: 3**

Overview

This introductory course is designed to sensitize students to the crucial role that quality customer service plays in the success of organizations. The importance of delivering quality customer service consistently will be emphasized. Strategies and techniques designed to maintain and exceed customer expectations and thereby enhance customer value and build customer loyalty will be examined. The role of the service provider and the importance of attitude and professionalism will also be explored.

General Objectives

This course is designed to:

1 create an appreciation of the importance of quality customer care for the customer (internal and external), organization and staff
2 assist in improving quality customer service techniques
3 develop attitudes to quality and value in respect of people, management and customer care

Learning Outcomes

Upon successful completion of this course, the learner will:

1 identify the principles of quality customer service
2 identify the differences between customers' needs, wants and desires
3 explain how attitudes and habits affect service
4 demonstrate the art of dealing with difficult customers
5 identify what adds value to the customer's experience
6 discuss the importance of listening to the customer
7 explain the importance of projecting a professional image
8 recognize the importance of projecting professionalism on the telephone
9 discuss the importance of building winning relationships at work through teamwork
10 explain the importance of building customer loyalty
11 identify best practices in customer service in the region.

Topics

1.0 Principles of Quality Customer Care

Objectives

Upon completion of the topic the student will be able to:

1.1 distinguish between traditional customers service and quality customer service
1.2 discuss why quality is important
1.3 identify the six key elements to quality customer service
1.4 explain the meaning of the word "Perception"
1.5 identify the major components of good service

Content

- Traditional customers service vs quality customer service
- The importance of quality customer service
- Key elements to quality customer service
- Definition of "Perception"

2.0 Knowing the Customer

Objectives

Upon completion of the topic the student will be able to:

2.1 identify what distinguishes a good service company from a mediocre service company
2.2 identify the four (4) types of customers
2.3 distinguish between internal and external customers
2.4 identify the eight (8) fundamental needs of customers
2.5 identify five (5) major factors customers use to "RRATE" service quality
2.6 identify the eight (8) components of the customer's "Bill of Rights"

Content

- Good service company vs. mediocre service company
- Types of customers
- Internal vs. external customers
- Fundamental needs of customers
- Major factors used to RRATE service quality
- Customers' "Bill of Rights"

3.0 Attitudes and Habits and Their Effects On Service

Objectives

Upon completion of the topic the student will be able to:

3.1 define the word "attitude"
3.2 define the word "habit"
3.3 distinguish between positive and negative attitudes
3.4 demonstrate the behaviour patterns associated with a positive disposition
3.5 demonstrate the behaviour patterns associated with negative disposition
3.6 discuss the advantages of a good attitude to:
- the service provider
- the customer
- the organization

3.7 identify the messages that a service provider transmits to customers in face-to-face encounters and over-the-phone interactions
3.8 identify the six (6) major reasons why some customers do not go back to do business with an organization.

Content

- Definition of "attitude"
- Definition of "habit"
- Positive vs negative attitudes
- Behaviour patterns
- Advantages of a good attitude
- Body language
- Why businesses lose customers

4.0 Dealing with Difficult Customers

Objectives

Upon completion of the topic the student will be able to:

4.1 identify the four (4) major reasons why customers get upset
4.2 identify the four (4) types of difficult customers
4.3 discuss the hierarchy of important outcomes from the service encounter
4.4 discuss the conceptual framework of service recovery and fallout
4.5 identify strategies to address customer dissatisfaction/service recovery and fallout
4.6 demonstrate how to successfully handle customer complaints by using the seven-step (7-step) Customer Complaints Resolution Model

Content

- Dissatisfied customers
- Difficult customers
- The service encounter
- Service recovery and fallout
- Strategies addressing customer dissatisfaction, service recovery and fallout
- Handling customer complaints

5.0 Customer Value

Objectives

Upon completion of the topic the student will be able to:

5.1 define the term "customer value"
5.2 identify the factors that will enhance customer value
5.3 identify the strategies that a company can employ in order to deliver extraordinary
5.4 ustomer responsiveness
5.5 identify the eight (8) ways service providers can deliver prompt service
5.6 identify the eight (8) "Hows" of delivering quality service
5.7 identify the ten (10) components of "The House of Service Quality"

5.8 identify the six (6) strategies service providers can use to re-programme themselves for effective customer relations.
5.9 identify the eight (8) principles of hospitality

Content

- Customer value
- Enhancing customer value
- Delivering extraordinary customer responsiveness
- Ways to deliver prompt customer service
- How to deliver quality service
- "The House of Service Quality"
- Effective customer relations
- Principles of hospitality

6.0 Mastering the Art of Listening

Objectives

Upon completion of the topic the student will be able to:

6.1 distinguish between "listening" and "hearing"
6.2 explain why listening to customers is crucial to the delivery of quality customer service
6.3 identify the five (5) steps to active listening
6.4 identify the strategies for effective listening/active listening

Content

- Listening vs hearing
- The importance of listening to delivering quality customer service
- What is a good listener
- What makes an active listener
- Strategies for effective and active listening

7.0 Projecting a Professional Image

Objectives

Upon completion of the topic the student will be able to:

7.1 define the word "professionalism"
7.2 define the word "professional"
7.3 explain the meaning behind the word P R O F E S S I O N a L
7.4 list the eight (8) guidelines to developing professionalism at the workplace
7.5 identify the eight (8) ways service providers can deliver prompt service
7.6 identify the six (6) strategies service providers can use to re-programme themselves for effective customer relations

Content

- Definition of "professionalism"
- Definition of "professional"
- The acronym PROFESSIONAL
- Professionalism at work
- Delivering prompt service

8.0 Projecting Professionalism On the Telephone

Objectives

Upon completion of the topic the student will be able to:

8.1 explain the importance of projecting professionalism on the phone
8.2 explain the importance of positive, service oriented telephone dialogue
8.3 effectively use the recognized skills and ideas when interacting with the customers on the phone
8.4 explain the basic telephone standards for delivering quality customer service
8.5 identify the thirty (30) actions steps for telephone courtesy

Content

- Telephone etiquette
- Positive and service oriented telephone dialogue
- Dealing with customers on the phone
- The role of the telephone in delivering quality customer service
- Steps to telephone courtesy

9.0 Teamwork

Objectives

Upon completion of the topic the student will be able to:

9.1 define the word "teamwork"
9.2 explain the role of teamwork in building relations
9.3 identify the advantages of teamwork
9.4 list the disadvantages of poor teamwork
9.5 identify the six (6) components of great teamwork
9.6 discuss the importance of teamwork in the delivery of customer care

Content

- Definition of "teamwork"
- The role of teamwork in building relations
- Advantages and disadvantages of teamwork
- Components of great teamwork
- The importance of teamwork in the delivery of customer care

10 Building Customer Loyalty

Objectives

Upon completion of the topic the student will be able to:

10.1 identify the four (4) types of customers
10.2 define the term "customer loyalty"
10.3 discuss the importance of listening to the customer
10.4 discuss the importance of process and procedure (and not just smiles) in delivering quality customer service
10.5 explain the impact of "total quality focus" on customer loyalty
10.6 explain how proactive approaches to customer contact impact customer loyalty
10.7 explain how service guarantees impact customer loyalty

Content

- Types of customers
- Definition of "customer loyalty"
- Total quality focus
- Proactive approaches to customer contact
- How service guarantees impact customer loyalty

11.0 Best Practices in Customer Service – Examples From the Caribbean

Objectives

Upon completion of the topic the student will be able to:

11.1 define the term "best practice"
11.2 list the limitations of the definitions
11.3 list the twenty (20) best practices in customer service throughout the region
11.4 list the advantages and limitations of benchmarking best practices

Content

- Definition of "best practice"
- Limitations of "the definition of "best practice"
- "Best practices" in customer services throughout the region
- Advantages and disadvantages of benchmarking "best practices"

Assessment & Evaluation

The final grade for this course is determined as follows:

- In-class participation (group work) - 20%
- Homework Assignment - 20%
- Final examination - 60%

Recommended Text

Quality Customer Care for the Caribbean,
Dr. Ben Henry

Resources

Carl Sewell and Paul B Brown, Customers for Life. New York: Doubleday Currency, 1990.

J Griffin, Customer Loyalty: How to Earn It, How to Keep It. Jossey-Bass, San Francisco, CA, 1995

B a Gutek, the Dynamics of Service. Reflections on the Changing Nature of Customer/Provider Interactions. Jossey-Bass Publishers, San Francisco, CA, 1995

William Martin, Quality Customer Service. Crisp Publications, Menlo Park, CA, 1990

Lloyd Finch, Telephone Courtesy and Customer Service, Crisp Publications, Menlo Park, CA, 1990

Journal of Retailing

Journal of Marketing

Journal of Marketing Research

Journal of the Academy of Marketing Science

Journal of Consumer Marketing

Service Industries Journal

International Journal of Service Industry Management

Journal of Professional Services Marketing

Cornell Hotel and Restaurant Administration Quarterly

International Journal of Contemporary Hospitality Management

Irish Marketing Review

Harvard Business Review

Journal of Managerial Issues

Journal of Customer Service

Attendance

Students are encouraged to attend all class sessions, as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.