

FACULTY OF GLOBAL & COMMUNITY STUDIES			
SCHOOL OF TOURISM MANAGEMENT			
COURSE OUTLINE			
Term:	Summer 2018	Instructor:	
Course No (Section):	TOUR 371	Office:	
Course Name:	Applied Service Management in North America	Telephone:	
Credits:	3	E-mail:	InstructorName@capilanou.ca
Classroom/Lab:		Office	
Scheduled:		Hours:	

COURSE FORMAT: 3hrs/week X 15 weeks, plus an additional hour delivered through on-line or other activities for a 15-week semester. This course may also be offered in mixed mode format.

PREREQUISITES: None

FOURTH HOUR: Group Project Meetings to review assignments.

COURSE DESCRIPTION: This course focuses on the effects of individual and group behaviour on organizational processes and outcomes in a service organization, and will prepare students for success in their work practicum. Significant emphasis will be placed on interpersonal skills important in supporting high-level service management in a North American workplace culture from a front-line to managerial level. Service approaches in different international contexts will be compared, and man resource training approaches for application in supervisory and managerial levels in different organizational contexts will be addressed.

COURSE LEARNING OUTCOMES: Upon successful completion of this course, students should be able to demonstrate competence in the following abilities and skills in the service industry.

LEARNING OUTCOMES
Define organizational behaviour and the importance of interpersonal skills.
Manage today's challenges on an individual, group, and organizational level.
Apply appropriate motivational tools in striving for performance.
Interact effectively in cross-cultural conflict and negotiations, and power and politics communication.
Create an organizational service vision and culture through leadership and ethical decision-making and creativity.
Design and reorganize an organizational structure and manage change.

EVALUATION PROFILE:

Assessment	% of Final Grade	Individual/Group
Assignment 1: <ul style="list-style-type: none"> Six weekly reflections applying the chapter principles Six weekly responses to two other student reflections 	20 % 10 %	Individual
Assignment 2: <ul style="list-style-type: none"> Deliver a motivational training session 	20 %	Individual
Assignment 3: Chapters 7-13 <ul style="list-style-type: none"> Research paper: Workplace research Deliver a final group presentation 	20 % 10 %	Individual Group
Assignment 4: 12 Chapter quizzes	20 %	Individual
	100%	

GRADING PROFILE:

A+	=	90-100%	B+	=	77-79%	C+	=	67-69%	D	=	50-59%
A	=	85-89%	B	=	73-76%	C	=	63-66%	F	=	49% or less
A-	=	80-84%	B-	=	70-72%	C-	=	60-62%			

GRADING STANDARDS:

A+	<p>All aspects of the work submitted are to exceptional standards.</p> <p>Comprehensively researched, clear and concise, extremely well structured and designed, with a diverse and exhaustive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates enlightening, insightful, and/or original thinking of the topics. Presented to the highest standards (e.g.: references, style, grammar, length).</p>
A	<p>All aspects of the work submitted are to excellent standards.</p> <p>Thoroughly researched, clear and concise, excellently structured and designed, with an extensive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough and comprehensive understanding of the topics. Presented to very high standards (e.g.: references, style, grammar, length).</p>
B	<p>All aspects of the work submitted are to good standards.</p> <p>Accurately researched, clear discussion, well structured and designed, with a good range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough understanding of the topics. Presented to high standards (e.g.: references, style, grammar, length).</p>
C	<p>All aspects of the work submitted are to satisfactory standards, or (C-) a marginal pass.</p> <p>Sufficiently researched, providing good discussion, reasonably well structured and designed, with an acceptable range of evidence (e.g.: literature, other data) used effectively. Demonstrates satisfactory understanding of the topics. Presented to reasonable standards (e.g.: references, style, grammar, length).</p>
D	<p>Work submitted earns a minimal pass.</p> <p>Insufficiently researched, needs improvement in flow and design, and/or level of detail, with a limited range of evidence (e.g.: literature, other data) used. Demonstrates rudimentary understanding of the topics. Presented to basic standards (e.g.: references, style, grammar, length).</p>
F	<p>All aspects of the work submitted are below adequate standards</p> <p>Research, flow and design, and/or level of detail are unsatisfactory, with an insufficient range of evidence (e.g.: literature. Other data) used. Demonstrates unfamiliarity with the topics. Presented to below adequate standards (e.g.: references, style, grammar, length).</p>

REQUIRED TEXT and OTHER RESOURCES: Organizational Behaviour: Concepts, Controversies, Applications, Seventh Canadian Edition, Loose Leaf Version (7th Edition) Loose Leaf – Mar 27 2015 by [Nancy Langton](#) (Author), [Stephen P. Robbins](#) (Author), [Timothy A. Judge](#) (Author)

COURSE CONTENT/SCHEDULE:

WEEK	TOPIC(S)	REQUIRED PRE-READINGS/ ACTIVITIES
1	<ul style="list-style-type: none"> Introduction to the Course, Assessments, Topic Delivery, Experiential Learning versus Lectures, etc. Identification of Teams for Virtual and In-Person Interactions Understanding the importance of Service in Tourism and Hospitality How to deliver Quality Service Standards in your Country of Origin	In the Classroom Learning Needs Assessment Homework: Reflection and Quiz Read Chapter 1 for Week 2
Part I: Defining Organizational Behaviour in the Service Industry and Understanding the Workplace		
2	What is Organizational Service Behaviour? <ul style="list-style-type: none"> Making Sense of Organizational Behaviour Challenges in the North American Service Workplace on an Individual and Group Level 	In the Classroom Chapter 1 Service Culture Discussions and Exercises Homework: Reflection and Quiz Read Chapter 2 for Week 3
3	Perception, Personality, and Emotions <ul style="list-style-type: none"> Factors that Influence Perception Personality Attributes that Influence OB Why we should Care about Emotions 	In the Classroom Chapter 2 The Power of Perception an Active/Experiential Learning Exercise Homework: Reflection and Quiz Read Chapter 3 for Week 4
4	Values, Attitudes, and Diversity in the Workplace <ul style="list-style-type: none"> Value Theory Assessing Cultural and Corporate Service Values Satisfaction, Commitment, and Support Managing Diversity North American Implications 	In the Classroom Chapter 3 Compare your Values with Corporate Values by participating in a Multicultural Forum with Guests from various Service Organizations Homework: Reflection and Quiz Read Chapter 4 & 5 for Week 5

Part II Striving for Service Performance		
5	Theories of Motivation <ul style="list-style-type: none"> • Needs and process theories • Reward Systems • North American Implications Motivation in Action <ul style="list-style-type: none"> • From Theory to Practice • Creating Effective Reward Systems • Motivation and Job Redesign • Employee Involvement • Global Implications 	In the Field Chapter 4 Step into the Shoes of a Service Leader and deliver a Motivational Training Session Chapter 5
		Homework: Reflection and Quiz Read Chapter 6 for Week 6
6	Groups and Teamwork <ul style="list-style-type: none"> • Groups vs. Teams • From Individual to Member • Stages of Group and Team Development • Creating Effective Teams • North American Implications 	In the Field Chapter 6 Participate in a Teambuilding Simulation with your Team Members
		Homework: Reflection and Quiz Read Chapter 7 for Week 7
Part III: Interacting Effectively		
7	Communication <ul style="list-style-type: none"> • The Communication Process • Barriers to Effective Communication • Organizational Communication • North American Implications <i>NOTE: Conducting Research on Chapters 7- 13 and a Context Interview with your group members in one of your workplaces is a required element of this half of the course.</i>	In the Workplace Chapter 7
		Homework: Reflection and Quiz Read Chapter 8 for Week 8
8	Power and Politics <ul style="list-style-type: none"> • Definition and Bases of Power • Influence Tactics • Empowerment • Abuse of Power • North American Implications 	In the Workplace Chapter 8
		Homework: Reflection and Quiz Read Chapter 9 for Week 9
9	Conflict and Negotiation <ul style="list-style-type: none"> • Conflict Defined • Conflict Resolution and Outcomes • Negotiation • Individual Differences in Negotiation Effectiveness • Third Party Negotiations • North American Implications 	In the Workplace Chapter 9
		Homework: Reflection and Quiz Read Chapter 10 for Week 10

Part IV: Sharing the Organizational Vision and Culture		
10	Organizational Culture <ul style="list-style-type: none"> • What is Organizational Culture? • Reading an Organizational Service Culture • Creating, Sustaining, and Changing an Organizational Service Culture • Liabilities of Organizational Service Culture • North American Implications 	In the Workplace Chapter 10
		Homework: Reflection and Quiz Read Chapter 11 & 12 for Week 11
11	Leadership <ul style="list-style-type: none"> • What is Leadership? • Leadership as Supervision • Contemporary Leadership Roles and Issues • North American Implications Decision Making, Creativity, and Ethics <ul style="list-style-type: none"> • How should Decisions be Made? • How do Individuals Make Decisions? • Group Decision Making • Creativity in Organizational Decision Making • Ethics in Decision Making? • Corporate Social Responsibility • North American Implications 	In the Workplace Chapter 11 and Chapter 12
		Homework: Reflection and Quiz Read Chapter 13 & 14 for Week 12
12	Reorganizing the Workspace <ul style="list-style-type: none"> • Organizational Structure • Organizational Designs and Options Organizational Change <ul style="list-style-type: none"> • What Causes Change? • Approaches to Managing Change and Resistance • Contemporary Change Issues for Today's Managers 	In the Workplace Chapter 13 and Chapter 14
		Homework: Reflection and Quiz
13	Final group presentations on context interviews.	In the classroom
14 - 15	FINAL EXAM PERIOD	

UNIVERSITY POLICIES: Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

FACULTY POLICIES:

- Attendance:** Regular class attendance, and participation in course activities and assignments, is expected and likely essential to successfully achieving the course learning outcomes. Students are responsible for any and all content and instructions communicated during scheduled classes, in course handouts, and (if applicable) via course e-mail and websites. In cases where participation by all students is essential for conducting the planned instructional activities, attendance may be mandatory. In all cases, the attendance expectations and any penalties for missing instructional activities shall be clearly articulated on the course outline. **Attendance for weekend courses is mandatory. A deduction of 15% per day missed, or part thereof will be assessed without proper medical documentation.**
- Participation:** This mark, if included as part of the assessment items by the instructor, is based on both the frequency and quality of the student's comments, questions, observations, and involvement, with the emphasis on quality. The quality is determined by, among other things, the relevance, insight and clarity of remarks. Preparing the required readings will support a student's ability to participate. The participation mark is also influenced by professionalism (as described below), attitude and punctuality.
- Professional Behaviour:** Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and cooperation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary. Students should have respect for equipment and systems. Students should display a constructive response to criticism.
- Professional behaviour includes appropriate language use. Appropriate language use involves using respectful, moderate, and inclusive language at all times.
- Cheating and Plagiarism:** Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Library, the Writing Centre and is published in the University Website.
- Penalties for Cheating & Plagiarism:** A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (see the University Website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.
- Missed Exams & Quizzes:** Will receive a grade of '0' unless **PRIOR** arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. **A**

doctor's certificate, or other proof supporting the reason for the absence, may be required.

- English Usage:** All assignments are marked for correct English usage, proofreading and formatting, **up to a maximum of 15% of the total mark for that assignment.**
- Assignments:** Homework assignments are due at the **start of class** on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.
- Programmable Tools:** The use of programmable items such as calculators and dictionaries, etc. is forbidden during tests, quizzes, and exams unless authorized by the instructor. Cell phones are not to be brought to any test, quiz or exam.
- Incomplete Grades:** Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.
- Copyright Policy:** Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published on the University website.
- Emergency Procedures:** Students are required to familiarize themselves with emergency procedures posted in the classroom.