

Implementation Strategy for Global Learning Recommendations at the School of Hotel and Restaurant Management

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Background

HRM has been globally engaged for some time. Our major requirements include eight credit hours of foreign language, and HA 390 – International Hospitality Operations. We formed partnerships with international universities 17 years ago, are active in student and faculty exchanges, and have developed Double Degree Programs with four partner universities. HRM has been offering a Summer Studies in Europe opportunity since 1990. In 2003, HRM introduced a second degree, B.Sc. in International Hospitality Management (IHM), which increases the foreign language requirement to 16 credit hours, requires at least a semester of study abroad, and three additional internationally-oriented classes, two at the FCB, and one which is an elective for other HRM students.

HRM has one faculty member who is released from one class per semester to serve as Coordinator of International Programs. There are 40 -50 international students, mostly Juniors and Seniors, attending in a typical semester. This is about 20% of our upper class enrollment, so there is a substantial international perspective in class discussion in most 300 and 400 level classes.

Report

We analyzed existing HRM program elements that meet the recommendations. We have developed a matrix with all HRM classes, with elements of sustainability, diversity, and international competence as the instructors see it. We met with each faculty member to review the elements, and discussed possibilities for enhancing the global learning content of each class.

We will present the matrix and progress report to the Director of HRM with a request that it be used as the agenda for a faculty meeting to discuss global learning at the School of Hotel and Restaurant Management. We expect the agenda to include organizing and documenting the matrix in a coherent curriculum plan, and exploring opportunities to enhance existing elements, add new elements and seek cross-disciplinary and extra-classroom opportunities to increase HRM students' mastery of global competencies.

We conducted a series of workshops for HA 100 (Intro) students on Global Learning issues and features available to HRM students.

Global Learning Initiative
School of Hotel and Restaurant Management
Freshman Workshop Report
October 15, 2010

As part of the HRM proposal addressing the NAU Global Learning Initiative, four workshops were held for freshman students on October 12 and October 13. The purpose of these workshops were to inform freshman students of the out of classroom learning opportunities available to them the next 3 ½ years in the HRM program. This included presentations on international study abroad programs, language immersion programs, internships, certificates, and minors that are available to NAU students.

Each student was required to turn in a “Suggested Program of Study” worksheet where they would plan the semester and year that they would like to do one or more of these learning experiences. This information would give HRM a benchmark to measure participation by HRM students in the future in these programs. These workshops will be offered to freshman each semester. The actual number of HRM students that participate in these opportunities will be measured each year in the future. The objective is to increase the number of students in all of these programs. Following are the results:

175 HRM students enrolled fall 2010 in HA100 Introduction to the Hospitality Industry classes

109 HRM students that attended a workshop session – 62.2%

99 HRM students that planned an internship as part of their HRM studies

56.6% of HRM HA100 students

90.8% of HRM HA100 students that attended the workshop

57 HRM students that planned a semester study abroad as part of their HRM studies

32.6% of HRM HA100 students

52.3% of HRM HA100 students that attended the workshop

11 HRM students that planned a language immersion semester as part of their HRM studies

6.3% of HRM HA100 students

10.1% of HRM HA100 students that attended the workshop

2 HRM students that planned a certificate

1 HRM student each in planning a business minor or MBA program

Curriculum Components for Analysis

The project team met with all HRM faculty and discussed how their classes include the themes of global competence. This provides base documentation of current practice. We anticipate the HRM Curriculum committee and/or the general HRM faculty will use this as a base to further develop HRM's involvement in Global Engagement.

Courses

HA 100 INTRODUCTION TO THE HOSPITALITY INDUSTRY - Examine for inclusion of sustainability, diversity and additional international elements.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	2	2	2
How many periods per semester are devoted to it?	2-3	2-3	2-3
How will attention to these topics be handled?	Maintained at current level	Maintained at current level	Maintained at current level

HA 210 GUEST SERVICE MANAGEMENT - Increase examination of international travel, cultural understanding and communication with international and cross-cultural guests.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	2	2	2
How many periods per semester are devoted to it?	1-2	1	½ - 1
Are there specific assignments related to the topics? What sort of assignments are they?	A reading and discussion		A reading and discussion
Do these topics appear on exams?	Yes	Yes	Yes
How will attention to these topics be handled?	Slightly increased	Slightly increased	Slightly increased
Anything to add?			New textbook focus

HA 240 FOOD SERVICE SYSTEMS MANAGEMENT and
 HA 243 COMMERCIAL FOOD SERVICE OPERATIONS - Explore elements of
 cuisine and culture, elements of sustainability in local sourcing of food
 products, sustainable agriculture , waste, water and power
 reduction. Incorporate consideration of sustainable design and building
 products.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)		5	
How many periods per semester are devoted to it?		2-3	
Are there specific assignments related to the topics? What sort of assignments are they?		Yes Readings and quizzes	Yes Readings
Do these topics appear on tests?		Yes	Yes

HA 250 INTRODUCTION TO PROPERTY MANAGEMENT - Explore elements of utility and chemical usage and disposal in housekeeping and laundry operations, landscaping and facility operation. Incorporate consideration of sustainable design and building products.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)		2	2
How many periods per semester are devoted to it?		2-3	2-3
Are there specific assignments related to the topics? What sort of assignments are they?			Yes Research company processes and procedures
Do these topics appear on exams?			Yes
How will attention to these topics be handled?			Increase

HA 260 HOSPITALITY MANAGERIAL ACCOUNTING - Studies financial statement analysis, asset management, ratio analysis, analytical techniques, and investment decision making.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	1		1
How many periods per semester are devoted to it?	¼		¼
Are there specific assignments related to the topics? What sort of assignments are they?	No	No	No
Do these topics appear on exams?	No	No	No
How will attention to these topics be handled?	Increase attention		Increase attention
Anything else to add?	No time to discuss the many international components of accounting	Hard to relate diversity to an accounting class	Could play a bigger role in P&L statement analysis.

HA 270 HOSPITALITY INFORMATION TECHNOLOGY II - Responsible equipment sourcing and disposal, reducing supply usage, substituting IT options for travel.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	1.5	1	1
How many periods per semester are devoted to it?	3	½	1
Are there specific assignments related to the topics? What sort of assignments are they?	Yes Chapter readings, in class assignments	Yes Term project	Yes Term project
Do these topics appear on exams?	Yes	No	Yes
How will attention to these topics be handled?	Maintain at current levels	Maintain at current levels	Increase attention

HA 284 INTERNATIONAL TRAVEL AND TOURISM - elective for HRM degree, required for IHM degree.

HA 315W HOSPITALITY LEADERSHIP SYSTEMS – Incorporate responsibility to promote diversity in selection and development of employees, responsible environmental practice.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	1	1	
How many periods per semester are devoted to it?	2-3	2	
Are there specific assignments related to the topics?		Yes	
What sort of assignments are they?		Readings , class presentations	

HA 335 HOSPITALITY LAW - Explore opportunities for environmental and diversity practice and changes in statutory and case law. Comparison of US with international legal principles and practices.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)		1	1
How many periods per semester are devoted to it?		1	1
Are there specific assignments related to the topics?	Yes	Yes	
What sort of assignments are they?	International student comparison	Title VI, Civil Rights	
Do these topics appear on exams?		Yes	
How will attention to these topics be handled?	Maintain at current levels	Maintain at current levels	Maintain at current levels

HA 340 BEVERAGE PRODUCTION AND SERVICE - Sustainable practice in operations, product manufacture, waste disposal, cultural, regional and international tastes and preferences.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	5		3
How many periods per semester are devoted to it?	5-6		1-2
Are there specific assignments related to the topics? What sort of assignments are they?	Yes		
Do these topics appear on exams?	Yes		
How will attention to these topics be handled?	Maintain at current levels		Increase attention

HA 345 HOSPITALITY HUMAN RESOURCES MANAGEMENT - Increase elements of cultural, ethnic and other aspects of diversity, responsible HR practice.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	3	5	1
How many periods per semester are devoted to it?	1	5-6	½
Are there specific assignments related to the topics? What sort of assignments are they?	No	Yes Case studies	Yes Case studies
Do these topics appear on exams?	No	Yes	No
How will attention to these topics be handled?	Increase attention	Maintain at current levels	Maintain at current levels

HA 351 CORPORATE FINANCE FOR HOSPITALITY MAJORS - Examines financial management's role within the hospitality industry and how it maximizes the value of hospitality corporations.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	3		
How many periods per semester are devoted to it?	2-3		
Are there specific assignments related to the topics? What sort of assignments are they?	No		
Do these topics appear on exams?	No		
How will attention to these topics be handled?	Maintain at current levels		

HA 365 HOSPITALITY MARKETING - Marketing objectives and strategies as related to consumer demands, marketing planning, and selling methodologies for the hospitality industry.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	1	1	1
How many periods per semester are devoted to it?			
How will attention to these topics be handled?	Maintain or increase levels if time allowed	Maintain or increase levels if time allowed	Maintain or increase levels if time allowed.

HA 384 DESTINATION DEVELOPMENT - elective for HRM, required for IHM majors. Showpiece class for sustainable development, cultural tourism, multi-cultural values, attractions and interaction.

HA 390 INTERNATIONAL HOSPITALITY MANAGEMENT - core course for both HRM and IHM degrees.

HA 401 RESORT OPERATIONS - opportunity to focus on sustainable development and operational practice, issues of cultural contamination and tourism impacts on local lifestyles and values.

HA 407 MEETING PLANNING - Covers meetings, conferences, and various event management.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	1	2	1
How many periods per semester are devoted to it?	1	2	2
Are there specific assignments related to the topics?	Yes	Yes	Yes
What sort of assignments are they?	Readings and Discussions	Readings and Discussions	Readings and Discussions
Do these topics appear on exams?	No	No	Yes
How will attention to these topics be handled?	Maintain at current levels	Maintain at current levels	Maintain at current levels

HA 410 MANAGING CUSTOMER SERVICE - The purpose of this course is to provide strategies and tactics for managing service expectations and experiences. This course offers unique and useful guidance on the hiring, training, retentions and empowerments of service professionals.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	3	5	
How many periods per semester are devoted to it?	3-4	6	
Are there specific assignments related to the topics?	Yes	Yes	
What sort of assignments are they?	Chapter reading assignments	Chapter reading assignments and written assignments	
Do these topics appear on exams?	Yes	Yes	
How will attention to these topics be handled?	Maintain at current levels	Maintain at current levels	

HA 415 REVENUE MANAGEMENT - This is an introductory course in Revenue Management. It will cover the history and emergence of Revenue Management as a vital concept in maximizing revenues and profitability for a hotel.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	2		
How many periods per semester are devoted to it?	¼		
Anything else to add?	This topic is hard to relate to an accounting based class	This topic is hard to relate to an accounting based class	This topic is hard to relate to an accounting based class

HA 477 GAMING & CASINO MANAGEMENT - History, development, and management of casinos and gaming. Emphasis on environment, operations, regulation, accounting, auditing, and taxation of casinos and gaming operations.

How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	3	3	3
How many periods per semester are devoted to it?	2-3	2-3	2-3
Are there specific assignments related to the topics?	Yes	Yes	Yes
What sort of assignments are they?	Readings and Discussions	Readings and Discussions	Readings and Discussions
Do these topics appear on exams?	No	No	Yes
How will attention to these topics be handled?	Maintain at current levels	Maintain at current levels	Maintain at current levels

HA 490C SENIOR SEMINAR - A senior-level capstone course that incorporates organizational theory, strategic planning, and simulated problem solving.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	2	5	2
How many periods per semester are devoted to it?	½	2	1/4
Are there specific assignments related to the topics? What sort of assignments are they?	No	Yes Case Studies	No
Do these topics appear on exams?	No	No	No
How will attention to these topics be handled?	Increase attention	Maintain current levels	Maintain current levels
Anything else to add?	Students need to understand the many cultures in the world as these people will be customers and employees	This is a key topic for out students to understand and be comfortable with as a hospitality manager and leader.	

HA 492 INTERNATIONAL HOSPITALITY MARKETING focuses on international destination development, physical and cultural impacts, social and political consequences of international tourism.

HA 494 EUROPEAN HOSPITALITY AND TOURISM

HA 495 EUROPEAN FOOD SERVICE MANAGEMENT - these are the two three credit courses taught in conjunction with the HRM Summer Studies in Europe Program.

HA 499 WINES OF THE WORLD - course covers the basics of many aspects of wine in a fun and educational setting. Students will learn how to taste wine, match it with food, and how to select wine. The course will cover wines from California, France, Italy and Germany.

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	5		2
How many periods per semester are devoted to it?	5-6		1-2
Are there specific assignments related to the topics? What sort of assignments are they?	Yes Research countries wine production		
Do these topics appear on exams?	Yes		No
How will attention to these topics be handled?	Maintain current levels		Increase attention

HA 499 HOTEL ACQUISITION

	International	Diversity	Environment/Sust.
How important is the topic in this course? (scale of 1-5, 1 = n/a 5 = extremely)	3	3	5
How many periods per semester are devoted to it?	3	3	10
Are there specific assignments related to the topics? What sort of assignments are they?	No	No	Yes Team project to conceptualize and build a green hotel
Do these topics appear on exams?	No	No	Yes
How will attention to these topics be handled?	Maintain current levels	Maintain current levels	Maintain current levels

Additional elements

HRM has several student clubs, including a chapter of the National Association of Minorities in Hospitality. HRM has a freshman Learning Community in the residence halls. We are exploring opportunities to use these resources to link with other NAU communities and organization to increase HRM students' global competencies.

Summary and Recommendations

HRM will use the information obtained from these initial projects to increase the amount of student involvement in the Global Learning Initiatives. We have established baselines that can be used to evaluate progress in future semesters. Following are recommendations that will be forwarded to the Executive Director of HRM and the HRM Curriculum Committee:

1. Schedule an HRM faculty meeting to discuss and advance the Global Initiatives in the HRM curriculum.
2. Meet with the HRM Curriculum Committee to discuss the information in this report and the Global Learning Initiatives.
3. Use the fall 2010 freshmen workshop as the benchmark for future years to track and measure the number of HRM student's completing semester study abroad programs and hospitality industry internships.
4. Target 4-6 HRM classes that are appropriate for one or more of the Global Learning Initiatives and meet with faculty to plan how to increase Global Learning Initiatives material and content in the coursework for these classes.