Term Information

**Effective Term**
Autumn 2016

**Previous Value**
Summer 2013

Course Change Information

What change is being proposed? (If more than one, what changes are being proposed?)
Name change from Advanced Mgt Skills for Hosp Supervisors to Human Resources in the Hospitality Industry.
Remove prerequisite: BusMHR 3100 (400).
Updating description and objectives.

What is the rationale for the proposed change(s)?
Name change from Advanced Mgt Skills for Hosp Supervisors to better align with similar courses offered in other comparable institutions and to reflect true content of the course.
Remove prerequisite: BusMHR 3100 (400) - This prerequisite course has not been offered lately and therefore students cannot register for 4650. We are offering 4650 for the first time in spring 2016 semester. Currently the enrollment is low and we believe it would increase if the prerequisite would be removed

What are the programmatic implications of the proposed change(s)?
(e.g. program requirements to be added or removed, changes to be made in available resources, effect on other programs that use the course)?
No significant changes.

Is approval of the request contingent upon the approval of other course or curricular program request?
No

Is this a request to withdraw the course?
No

General Information

**Course Bulletin Listing/Subject Area**
Consumer Sci: Hospitality Mgt

**Fiscal Unit/Academic Org**
Department of Human Sciences - D1251

**College/Academic Group**
Education & Human Ecology

**Level/Career**
Undergraduate

**Course Number/Catalog**
4650

**Course Title**
Human Resources in the Hospitality Industry

**Previous Value**
Advanced Management Skills for Hospitality Supervisors

**Transcript Abbreviation**
HR in Hosp Ind

**Previous Value**
Adv Mgt Hosp Supv

**Course Description**
Advanced management skills in specific application to the many facets of the Hospitality Industry with a focus on Hospitality Organizational structure and behavior and human resource management.

**Previous Value**
Advanced management skills in specific application to the many facets of the Hospitality Industry with a focus on Hospitality Organizational structure and behavior and Technology Strategies in application to the Hospitality Industry.

**Semester Credit Hours/Units**
Fixed: 3

Offering Information

**Length Of Course**
14 Week, 7 Week, 4 Week (May Session), 12 Week (May + Summer)

**Flexibly Scheduled Course**
Never

**Does any section of this course have a distance education component?**
Yes

**Is any section of the course offered**
Less than 50% at a distance
Grading Basis: Letter Grade
Repeatable: No
Course Components: Lecture
Grade Roster Component: Lecture
Credit Available by Exam: No
Admission Condition Course: No
Off Campus: Never
Campus of Offering: Columbus

**Prerequisites and Exclusions**

- **Prerequisites/Corequisites**: Prereq: 3720 (551) and 2800 (560)
- **Previous Value**: Prereq: 3720 (551), 4800 (560), and BusMHR 3100 (400).
- **Exclusions**: Not open to students with credit for 650.

**Cross-Listings**

**Subject/CIP Code**

- Subject/CIP Code: 52.0904
- Subsidy Level: Baccalaureate Course
- Intended Rank: Senior

**Requirement/Elective Designation**

Required for this unit's degrees, majors, and/or minors

**Course Details**

- **Course goals or learning objectives/outcomes**:
  - Recognize Human Resource Strategies used in the Hospitality Industry
  - Understand the application and appraisal of Human Resource Strategies used in the Hospitality Industry
  - Effectively recognize, interpret, and assess the Strategies and Challenges involved in Leading Hospitality Organizations
  - Understand the role of Power and Politics in Hospitality Organizations
  - Analyze the Diverse Workforce and the Power of Teams in Hospitality

- **Previous Value**:
  - Recognize Technology Strategies used in the Hospitality Industry
  - Understand the application and appraisal of Technology Strategies used in the Hospitality Industry
  - Effectively recognize, interpret, and assess the Strategies and Challenges involved in Leading Hospitality Organizations
  - Understand the role of Power and Politics in Hospitality Organizations
  - Recognize the Diverse Workforce and the Power of Teams in Hospitality
Content Topic List

- Instruction to case studies
- Customer Care
- Communicating in Organizations
- Understanding the Diverse Workforce
- The Power of Teams in Hospitality
- Group Problem-Solving and Decision-Making
- Managing Time
- Managing Stress
- Promoting Creativity
- Setting Personal and Professional Goals
- Managing Conflict
- Motivating Employees
- Counseling Employees
- Understanding Power and Politics in Organizations
- Leading Hospitality Organizations

Previous Value

- Technology Strategies for the Hospitality Industry
- Hospitality Information Technology for Competitive Advantage
- Leading Hospitality Organizations: Strategies and Challenges
- Power and Politics in Hospitality Organizations
- The Diverse Workforce and the Power of Teams in Hospitality
- Learning from Cases Studies

Attachments

- 8 Syllabus 4650 spring 2017 HR Feb 11.pdf: Spring 2017 Syllabus

(Syllabus. Owner: Bujasic,Milos)

Comments

Workflow Information

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<thead>
<tr>
<th>Status</th>
<th>User(s)</th>
<th>Date/Time</th>
<th>Step</th>
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<td>Bujas,Milos</td>
<td>02/11/2016 08:47 PM</td>
<td>Submitted for Approval</td>
</tr>
<tr>
<td>Approved</td>
<td>Folden Jr,H Eugene</td>
<td>02/17/2016 02:40 PM</td>
<td>Unit Approval</td>
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<tr>
<td>Pending Approval</td>
<td>Odum,Sarah A. Zircher,Andrew Paul Warrick,Bryan R. Achterberg,Cheeryl L</td>
<td>02/17/2016 02:40 PM</td>
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CSHSPM 4650

Human Resources in the Hospitality Industry

<table>
<thead>
<tr>
<th>Credit Hours:</th>
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<tbody>
<tr>
<td>Semester:</td>
<td>Spring 2017</td>
</tr>
<tr>
<td>Date/Time:</td>
<td>Tuesday 11:10 pm - 12:30 pm and online</td>
</tr>
<tr>
<td>Classroom:</td>
<td>Campbell Hall 167</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Heather Buck</td>
</tr>
<tr>
<td>Office Hours:</td>
<td>Tuesday 12:30pm – 1:30pm or by appointment</td>
</tr>
<tr>
<td>Office:</td>
<td>265 Campbell Hall</td>
</tr>
<tr>
<td>Telephone:</td>
<td>(XXX)-XXX-XXXX</td>
</tr>
<tr>
<td>E-mail:</td>
<td><a href="mailto:xxxx.xxx@osu.edu">xxxx.xxx@osu.edu</a></td>
</tr>
</tbody>
</table>

Syllabus Guidelines and Support

- Please read this syllabus it contains important information. When you are in the course click in the News as well as review documents in Content. Syllabus elements:
  - Course Description
  - Prerequisites
  - Objectives
  - Communication
  - Course Materials
  - Rules/Policies for Exams/Quizzes
  - Expectations for Student Conduct and Participation
  - Calendar
- Course is organized in weekly modules that can be accessed through Carmen.
  - [www.carmen.osu.edu](http://www.carmen.osu.edu)
- Each module will contain all of the materials for that week (e.g. assignments, power point slides).
- All assignments are submitted through Carmen and all communication is done electronically.
- Academic Support
  - YouTube video on Studying tips [https://youtu.be/IIU-zDU6aQ0](https://youtu.be/IIU-zDU6aQ0)
Getting started with Carmen: [https://resourcecenter.odee.osu.edu/carmen/getting-started-student](https://resourcecenter.odee.osu.edu/carmen/getting-started-student)

How to navigate in Carmen: [https://resourcecenter.odee.osu.edu/carmen/tips-navigate](https://resourcecenter.odee.osu.edu/carmen/tips-navigate)

Carmen Content Support: [https://resourcecenter.odee.osu.edu/carmen/content-students](https://resourcecenter.odee.osu.edu/carmen/content-students)

**Course Description**

Advanced management skills in specific application to the many facets of the Hospitality Industry with a focus on Hospitality Organizational structure and behavior and human resource management.

**Prerequisites**

- CSHSPM 3720 (551)
- CSHSPM 2800 (560)
- Not open to students with credit for 650.

**Relationship to other courses and curriculum**

- This is advance course that is a continuation of core courses such as Hotel Management and Food Service Management.

**Course Objectives**

Following successful completion of this course, the student should be able to:

- CO1: Recognize Human Resource Strategies used in the Hospitality Industry
- CO2: Understand the application and appraisal of Human Resource Strategies used in the Hospitality Industry
- CO3: Effectively recognize, interpret, and assess the Strategies and Challenges involved in Leading Hospitality Organizations
- CO4: Understand the role of Power and Politics in Hospitality Organizations
- CO5: Analyze the Diverse Workforce and the Power of Teams in Hospitality

**Communication**

**Email Etiquette:**

- Please utilize buckeyemail (per university standards)
- Please reference the course number in the subject line
- Please allow 2 business days for a response (note: if your email question is sent at the last minute it may not be possible to send you a response before an assignment is due or a test is given)
• If there is no response to an email after 2 days please send another email as a reminder.
• If emailing about a grade, please note grades and feedback will be posted within 2 weeks of due date listed in Carmen

Netiquette (do’s and don’ts of online communication):
• Be thoughtful that others can and will view discussion posts; please refrain from using inappropriate language
• Respect opinions of others
• Do not plagiarize… ensure you represent your own thoughts and use your own words. Any student that plagiarizes will be reported to Committee of Academic Misconduct.

Technology
• This class will require internet access and access to Carmen
• Students must be proficient with navigating Carmen and posting discussions and taking exams on Carmen; Carmen tutorials can be found online at https://resourcecenter.odee.osu.edu/carmen/getting-started-students
• Carmen technical support can be reached via email at 8help@osu.edu or via telephone at 614-688-HELP
• You will need access to MS Word or similar word processing software and working knowledge regarding formatting of professional documents.

Accessibility of course technology
• This online course requires use of Carmen (Ohio State’s learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.
• Carmen (Desire2Learn) Accessibility Statement
• CarmenConnect (Adobe Connect) accessibility
• Accessibility in Microsoft Office 2010

Required Course Materials:
Custom Book containing chapters of the following books:

• **Textbook:** Organizational Behavior for the Hospitality Industry
  - Florence Berger and Judi Brownell
  - Prentice Hall ISBN-10: 0132447371

• **Case Study Book:** Hospitality Management Case Manual: Developing Competencies in Critical Thinking and Practical Action
  - Cheri A. Young and Craig C. Lundberg
  - Prentice Hall ISBN-10: 0131120891

• Books will provide information required to take quizzes and work on assignments. Additionally book can be used as a reference and provide valuable information for the development of final project and class assignments.
Rules/Policies for Exams/Quizzes

- **LATE SUBMISSION CRITERIA:**
  Late submissions of activities without legitimate reasons or not informing the instructor beforehand will not be accepted. The grades will be lowered by a letter grade for each day after the deadline.

- **GRADING CRITERIA:**
  Final grades will be based on a student's weighted average using the following scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>93-100</th>
<th>87-89</th>
<th>77-79</th>
<th>67-69</th>
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<tbody>
<tr>
<td>A</td>
<td>B+</td>
<td>C+</td>
<td>D+</td>
<td></td>
</tr>
<tr>
<td>A-</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>60-66</td>
</tr>
<tr>
<td></td>
<td>B-</td>
<td>C-</td>
<td>E</td>
<td>59% or less</td>
</tr>
</tbody>
</table>

- **GRADES:**
  The course grade percentage is determined by the combined scores obtained in the following:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Quizzes x 10</td>
<td>300</td>
</tr>
<tr>
<td>Attendance &amp; Class Participation</td>
<td>200</td>
</tr>
<tr>
<td>Case Studies x 15</td>
<td>300</td>
</tr>
<tr>
<td>Final exam</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total possible points</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

- **Chapter Quizzes:**
  - There will be 10 online quizzes during the course, and each quiz is worth 30 points. Students are expected to maintain the university honor code. **Total 200 points.**
  - A quiz format consists of 15 multiple-choice and true/false questions. All of the questions come from the class notes and the textbook and any handouts distributed in the class. It is VERY helpful to come to classes as exam questions reflect class notes.
  - Quizzes are accessed in CARMEN.
  - Each quiz is due on Monday evening at 10 pm.
  - Schedule of quizzes is posted on calendar and attached to syllabus.
  - **NO MAKE-UP QUIZ WILL BE GIVEN WITHOUT A VERIFIABLE MEDICAL NOTE.**

- **Attendance & Class Participation:**
  - Students are REQUIRED to attend classes and participate constructively in class discussions. Attendance will be taken periodically. Students with excessive **UNEXCUSED absences (2 or more) will lose points according to the table**
below. Students that come to class regularly and participate in class discussions
could earn UP TO 200 points maximum.

- If you need to miss a class for a justifiable reason please inform instructor ahead
  of time.
- Just showing up in a class does not guarantee maximum grade for attendance and
  participation. Additional points will be deducted if a student does not regularly
  participate in class discussions. Students are expected to engage in the discussion
  and actively participate in class activities.
- After each week of discussions students need to post a short (3 to 4 sentences)
  post with discussion points to Carmen discussion board for the respective
  week. These posts will be used to evaluate participation. Posts are due on Friday
  at 6pm each week.
- Participation & attendance - 200 points

<table>
<thead>
<tr>
<th>Absences</th>
<th>Points deducted</th>
</tr>
</thead>
<tbody>
<tr>
<td>0, 1 or 2</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>40</td>
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<tr>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>5</td>
<td>120</td>
</tr>
<tr>
<td>6</td>
<td>160</td>
</tr>
<tr>
<td>7 and more</td>
<td>200</td>
</tr>
</tbody>
</table>

- Case studies
  - Case studies are done in teams of up to 3 people.
  - Create a team/group in the first week of classes and keep the same team for
    the rest of semester.
  - Each team will have their own discussion group set up in Carmen. There you will
    be able to work on the assignment, communicate with other team members and
    the instructor.
  - Case studies are a critical component of this course to help you understand the
    material. All parts of the case study must be attempted in order to receive
    credit. In addition, all work must be shown to receive credit.
  - Each case study is worth 20 points (in total 15x20=300 points)
  - Total of 15 case studies will be distributed throughout semester.
  - All case studies are posted on Carmen.
  - Case Study Report should be submitted online to Carmen
  - All team members need to submit Peer Evaluations to Carmen - grades for
    the project will depend on them - Template for peer evaluations is available
    in Carmen
  - One Person per Team should submit this assignment
  - Report should be in Word or pdf format
<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>Demonstrates complete understanding of the assignment or a case study. All requirements of assignment are included in response.</td>
</tr>
<tr>
<td>80-89</td>
<td>Demonstrates considerable understanding of the assignment or a case study. All requirements of assignment are included.</td>
</tr>
<tr>
<td>70-79</td>
<td>Demonstrates partial understanding of the assignment or a case study. Most requirements of assignment are included.</td>
</tr>
<tr>
<td>60-69</td>
<td>Demonstrates little understanding of the assignment or a case study. Many requirements of assignment are missing.</td>
</tr>
<tr>
<td>50-59</td>
<td>Demonstrates almost no understanding of the assignment or a case study.</td>
</tr>
<tr>
<td>0-49</td>
<td>No response/task not attempted or answer that does not at all match the assignment or a case study.</td>
</tr>
</tbody>
</table>

- **Final Exam**
  - **Total 200 points.**
    - A typical exam format consists of multiple-choice, true/ false and short answer questions. Some questions may involve basic math and may require use of calculator. All of the questions come from the class notes and the textbook. It is VERY helpful to come to classes as exam questions reflect class notes.
    - Final exam will cover all the chapters and case studies examined during the semester.
    - NO MAKE-UP EXAMS WILL BE GIVEN WITHOUT A VERIFIABLE MEDICAL NOTE. All make-up exams have to be scheduled in consultation with the class instructor.

- **Extra credit**
  - There might be few extra credit opportunities presented during a semester
  - Total of 100 points could be earned with all extra credit activities

**Expectations for Student Conduct and Participation:**

- **Classroom Professionalism**
  Understand that the classroom environment has a structure, and Professors and students have roles and responsibilities. The Professor will respect the rights of students and asks for the same respect from students. The Professor requests that each student adhere to the following guidelines:
  It is the expectation that all students will treat each other student and the Professor with respect and dignity, which includes but is not limited to: Timely attendance, unobtrusive entry and/or exit while class is in session; non-use of cell phone, blackberry, laptop or ipad, or ipod (place on the floor or in your closed purse); non-use of newspaper or other
unrelated reading material; body language that indicates a state of conscious awareness, i.e., stay alert (and awake) during classroom time with attention directed at the designated speaker (Professor or fellow students)

- **Class Preparation**
The Professor works under the premise that students read the assigned chapters, articles, review questions and online PowerPoints in advance of class. Sharing your thoughts in-class and demonstrating that you read the chapter will improve your participation grade. Therefore, **please be prepared to discuss/answer questions pertaining to assigned chapters: key terms and concepts, review questions, internet exercises and case studies (when assigned)**. The professor will not cover all assigned readings in their entirety, but will supplement the textbook material by relating real world circumstances to the academic assignments, and providing clarifications at your request. While the Professor will make strong efforts to acquaint himself with each student, it is the student's responsibility to "present her/himself" during class to the Professor and to fellow students in order to earn a higher participation grade (A or B).

- **Academic Misconduct**
The Ohio State University’s *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: “Any activity that tends to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University’s code of student conduct is never considered an “excuse” for academic misconduct.

- **Course Accommodations**
Any student who feels s/he may need an accommodation based on the impact of a disability should contact one of the instructors privately to discuss specific needs. The Office of Disability Services is relied upon for assistance in verifying the need for accommodations and developing accommodation strategies. Please contact the Office for Disability Services in Room 150 Pomerene Hall to coordinate reasonable accommodations.

- **Grievances and Solving Problems**
According to University Policies, available from the Division of Student Affairs, if you have a problem with this class, You should seek to resolve a grievance concerning a grade or academic practice by *speaking first with the instructor or professor*, then, if necessary, with the Department Chairperson, College Dean, and Provost, in that order. Specific procedures are outlined in Faculty Rule 3335-7-23 which is available from the Office of Student Life, 208 Ohio Union.

- **Statement on Diversity**
The Department of Consumer Science affirms the importance and value of diversity in
the student body. Our programs and curricula reflect our multicultural society and global economy and seek to provide opportunities for students to learn more about persons who are different from them. Discrimination against any individual based upon protected status, which is defined as age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status, is prohibited.

- **FERPA and Privacy:**
  As a student, your educational records are considered confidential. Under FERPA (Family Educational Rights and Privacy Act), your records are confidential and protected. Under most circumstances your records will not be released without your written and signed consent. However, some directory information may be released to third parties without your prior consent unless a written request to restrict this is on file.

- **Class Flexibility:**
  To allow flexibility for chapter discussions during the term, the instructor reserves the right to alter topic dates (announced in-class to all students at least one week in advance).

- **Academic Honesty**
  Cases of academic impropriety of any type will be dealt with in accordance with the Code of Student Conduct of the Ohio State University

- **Intellectual property**
  **Course Audio and Video Recording:** Video or audio recording of classes without the explicit written permission of the instructor/professor is a violation of the Code of Student Conduct. Students who wish to record their classes must first obtain written permission of the instructor/professor. Otherwise, such recording constitutes a violation of the Code of Student Conduct.
  **Statement of Student Rights:** “Any student with a documented disability who may require special accommodations should self-identify to the instructor as early in the semester as possible to receive effective and timely accommodations.” (http://ods.osu.edu/)
  **Student Generated materials:** Any material generated by a student(s) is copyrighted. Permission must be obtained to use these materials other than the intended purpose inside the course.
  **Course materials:** These materials are copyrighted and are owned by the author. Copyrights have been secured or they are considered fair use inside/for the course but this does not apply to uses outside of the course.

- **Mental Health Statement**
  A recent American College Health Survey found stress, sleep problems, anxiety, depression, interpersonal concerns, death of a significant other and alcohol use among the top ten health impediments to academic performance. Students experiencing personal problems or situational crises during the quarter are encouraged to contact the OSU Counseling and Consultation Services (614-292-5766; http://www.ccs.ohio-state.edu) for assistance, support and advocacy. This service is free and confidential.
# Class Calendar - Spring 2017

<table>
<thead>
<tr>
<th>Week</th>
<th>Contents</th>
<th>DUE Dates</th>
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<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td></td>
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<tr>
<td>January 12</td>
<td>Syllabus &amp; Schedule</td>
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<tr>
<td>January 14</td>
<td>Instruction to case studies</td>
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<td>PART ONE: LEARNING FROM CASES</td>
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<tr>
<td><strong>Week 2</strong></td>
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<tr>
<td>January 19</td>
<td>Chp 1: Customer Care</td>
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<td>January 21</td>
<td>Case study 1 – Au Natural Restaurant</td>
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<tr>
<td></td>
<td><strong>Case Study 1 due</strong> - 20 points</td>
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<tr>
<td><strong>Week 3</strong></td>
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<tr>
<td>January 26</td>
<td>Chp 2: Communicating in Organizations</td>
<td><strong>Quiz 1 due</strong></td>
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<tr>
<td>January 28</td>
<td>Case study 2 – Bagel Hockey</td>
<td><strong>Case Study 2 due</strong> - 20 points</td>
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<td><strong>Week 4</strong></td>
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<tr>
<td>February 2</td>
<td>Chp 3: Understanding the Diverse Workforce</td>
<td><strong>Quiz 2 due</strong></td>
</tr>
<tr>
<td>February 4</td>
<td>Case study 3 – Bamboo Garden</td>
<td><strong>Case Study 3 due</strong> - 20 points</td>
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<td><strong>Week 5</strong></td>
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<tr>
<td>February 9</td>
<td>Chp 4: The Power of Teams in Hospitality</td>
<td><strong>Quiz 3 due</strong></td>
</tr>
<tr>
<td>February 11</td>
<td>Case study 4 – Bar Manager</td>
<td><strong>Case Study 4 due</strong> - 20 points</td>
</tr>
<tr>
<td><strong>Week 6</strong></td>
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<td></td>
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<tr>
<td>February 16</td>
<td>Chp 5: Group Problem-Solving and Decision-Making</td>
<td><strong>Quiz 4 due</strong></td>
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<td>February 18</td>
<td>Case study 5 – Big Sky Blues</td>
<td><strong>Case Study 5 due</strong> - 20 points</td>
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<td>February 23</td>
<td>Chp 6: Managing Time</td>
<td><strong>Quiz 5 due</strong></td>
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<tr>
<td>February 25</td>
<td>Case study 6 – Box Tree</td>
<td><strong>Case Study 6 due</strong> - 20 points</td>
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<tr>
<td><strong>Week 8</strong></td>
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<td></td>
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<tr>
<td>March 1</td>
<td>Chp 7: Managing Stress</td>
<td><strong>Quiz 6 due</strong></td>
</tr>
<tr>
<td>March 3</td>
<td>Case study 7 – Cabinet Team</td>
<td><strong>Case Study 7 due</strong> - 20 points</td>
</tr>
<tr>
<td><strong>Week 9</strong></td>
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<tr>
<td>March 8</td>
<td>Chp 8: Promoting Creativity</td>
<td><strong>Quiz 7 due</strong></td>
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<tr>
<td>March 10</td>
<td>Case study 8 – Croissant Place</td>
<td><strong>Case Study 8 due</strong> - 20 points</td>
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<tr>
<td><strong>Week 10</strong></td>
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<tr>
<td>March 15</td>
<td><strong>Spring Break - no class</strong></td>
<td></td>
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<tr>
<td>March 17</td>
<td><strong>Spring Break - no class</strong></td>
<td></td>
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<tr>
<td><strong>Week 11</strong></td>
<td></td>
<td></td>
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<td>March 22</td>
<td>Chp 9: Setting Personal and Professional Goals</td>
<td><strong>Quiz 8 due</strong></td>
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<td>Date</td>
<td>Chapter/Case Study</td>
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<td>Week 12</td>
<td>March 24</td>
<td>Case study 9 – Evergreen Willows</td>
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<td>March 29</td>
<td>Chp 10: Managing Conflict</td>
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<td>March 31</td>
<td>Case study 10 – Expatriate Manager’s Notebook</td>
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<td>Week 13</td>
<td>April 5</td>
<td>Chp 11: Motivating Employees</td>
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<td>Case study 11 – Harbor View</td>
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<td>Chp 12: Counseling Employees</td>
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<td>Case study 12 – Juan Perez</td>
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<td>Chp 13: Understanding Power and Politics in Organizations</td>
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<td>April 21</td>
<td>Case study 14 – Kevin Stewart</td>
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<td>Case study 15 – Mama Linguini’s</td>
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<td>FINALS WEEK</td>
<td>May 2</td>
<td><strong>FINAL EXAM</strong></td>
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