

Sustainable Service Management for Hospitality and Tourism		Scope and Sequence
Unit	Lesson	Objectives
CREATING A CUSTOMER-CENTERED HOSPITALITY ENVIRONMENT		
	Defining Sustainable Service Management	<p>Consider the importance of the hospitality industry to the economy.</p> <p>Compare services to manufactured products.</p> <p>Understand the differing types and aspects of service.</p> <p>Identify the manager's role.</p>
	Project: Essay on Service	
	Managing the Guest Experience	<p>Investigate attributes of the typical lodging customer.</p> <p>Define customer satisfaction.</p> <p>Examine factors of customer satisfaction.</p> <p>Explore means of measuring customer satisfaction.</p>
	Customer Knowledge	<p>Examine the benefits of third-party feedback.</p> <p>Explore the fundamentals of customer knowledge management.</p> <p>Discover the science of guestology.</p> <p>Consider some prime examples of benchmark organizations.</p>
	Project: Guest Satisfaction Index Study	
	Standards for Service Delivery	<p>Explore the concept of quality control.</p> <p>Understand the importance of standards.</p> <p>Define customer customization.</p>

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	The Service Setting	<p>Consider quality improvement.</p> <p>Define servicescape.</p> <p>Explore the elements of the servicescape.</p> <p>Examine effects of the service environment on customers.</p> <p>Discover the role of themes in setting.</p>
	Project: The Service Setting Essay	
	Communication for Sustainable Service	<p>Explore the communication process.</p> <p>Examine effective communication between customers and employees.</p> <p>Consider the delivery system for communicating with customers and employees.</p> <p>Identify decision support systems.</p>
	Project: Hospitality Industry Website Comparison	
	Test	
FOCUS ON THE EMPOWERED EMPLOYEE		
	Hiring for Sustainable Success	<p>Consider the qualities of the ideal employee.</p> <p>Explore preparing for the hiring process.</p> <p>Study interviewing techniques.</p> <p>Examine the assessment process.</p>
	Project: Interviewing for a Position	
	Training for Sustainable Success	

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		Investigate the importance of training.
		Explore the purpose and goals of orientation, training, and retraining.
		Examine methods of training.
		Discover the necessity of retraining.
		Recall steps needed to develop a training plan.
	Project: Train the Trainee	
	Motivating Employees for Sustainable Success	
		Discover the importance of motivating employees.
		Identify extrinsic and intrinsic tools for motivating employees.
		Explore formal and informal reward programs.
		Understand the connection between training and motivation.
	Creating a Sustainable Culture	
		Explore the characteristics of organizational culture.
		Discover methods for creating a healthy organizational culture.
		Study the individual within the organization.
		Define empowerment.
		Identify ways to create a strong organizational culture.
	Project: The Culture of a Company	
	Teamwork & Sustainability	
		Examine how the information age has created a new paradigm for the workplace.
		Explore how the use of teams impacts quality.
		Consider the roles of team leaders and team players.

Unit Lesson

Objectives

Discover how to use team building exercises to create effective teams.

Identify the function of documentation during team projects .

Project: Create a Team!

Brand Cultivation for Sustainable Success

Define branding.

Explore the topic of rebranding.

Consider branding challenges.

Study branding strategies.

Identify methods used to target customers.

Test

FOCUS ON SUSTAINABLE LEADERSHIP

Defining Sustainable Leadership

Define leadership.

Consider various leadership styles.

Examine the theory of transformational leadership.

Discuss the qualities of an effective leader.

Project: Effective Leader

Core Values & Competencies

Define and identify key values for leaders.

Understand the role of value-driven leadership.

Explore core values.

Examine core competencies.

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	Personal Vision & Mission	<p>Consider the importance of a personal vision statement.</p> <p>Discover the role of a mission statement.</p> <p>Examine aspects of emotional intelligence.</p> <p>Explore the benefits of personality testing.</p>
	Project: Your Vision and Mission Statements	
	Leaders as Mentors and Coaches	<p>Explore the role of the mentor.</p> <p>Examine benefits of coaching .</p> <p>Discover coaching methods.</p> <p>Investigate communication methods.</p> <p>Identify components of a formal mentoring program.</p> <p>List learning characteristics of mentors and coaches.</p>
	Project: Intrinsic and Extrinsic Motivators	
	Interpersonal Skills for Leaders	<p>Examine communication tips for the coaching/mentoring relationship.</p> <p>Consider the role of proxemics in interpersonal communications.</p> <p>Explore how touch affects relationships.</p> <p>Investigate tools for delivering effective presentations.</p>
	Project: Reflection on the Vision/Mission of an Organization	
	Decision Making	<p>Describe the decision-making process.</p>

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		Compare decision-making approaches.
		Apply types of decision making.
		Examine the role of values in decision making.
	Test	
FOCUS ON SUSTAINABLE ORGANIZATIONS		
	Organizational Values	
		Examine the purpose of vision and mission statements for an organization.
		Consider the core values of the organization.
		Apply the concept of core competencies to organizations.
		Explore the SWOT analysis.
	Project: Comparing Organizational Values	
	Organizational Climate and Ethics	
		Explore the concept of the organizational climate.
		Investigate the role of ethics in hospitality organizations.
		Discover ethical issues relevant to hospitality and tips for making ethical decisions.
		Consider the importance of establishing a code of ethics.
	Project: Core Values and Competencies	
	Strategic Focus for Sustainability	
		Compare operational effectiveness and strategic focus.
		Examine the concept of competitive advantage.
		Consider critical success factors.
		Explore strategic planning.

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	Sustainable Organization Management	<p>Survey theories of organization.</p> <p>Discover the principles of organization.</p> <p>Investigate organic and mechanistic approaches to organization.</p> <p>Explore organizational design.</p>
	Project: Organizational Theories	
	Sustainable Systems	<p>Examine the role of systems in sustainable service management.</p> <p>Explore a systems approach to hospitality.</p> <p>Understand the importance of constructing a service delivery system.</p> <p>Consider methods for designing systems.</p>
	Project: Service Organization Blueprint	
	The Customer and the Organization	<p>Identify varieties of hospitality service.</p> <p>Consider how different types of hospitality organizations target customers.</p> <p>Explore the role of the customer as a co-producer of service.</p> <p>Learn from the customer's perspective: correcting service failures.</p>
	Test	
THE SUSTAINABLE FUTURE		
	Social Responsibility	<p>Define social profit and socially responsible organizations.</p> <p>Examine the benefits of social responsibility.</p>

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		Discover the pyramid of business responsibility.
		Identify multinational concerns.
		Explore implementing CSR and partnering with non-profits.
	Project: Social Responsibility	
	A Sustainable World	
		Consider the role of the hospitality industry in the green movement.
		Examine "green" activities in which the hospitality industry is participating.
		Identify various environmental certifications available for the industry.
		Understand efforts to increase sustainability at the global level.
	Project: Social Responsibility (Part 2)	
	Safety and Security	
		Understand the connection between safety and social responsibility.
		Identify safety issues in food service.
		Explore safety issues in cruise lines and theme parks.
		Examine areas of safety concern in the hotel industry.
	Social Media and Sustainability	
		Investigate social media as a communication tool.
		Examine social media as a marketing tool.
		Explore social media's role in CSR.
		Identify methods for creating a social media program.
	Innovation and the Future	
		Define and describe innovation in the hospitality industry.

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Scope and Sequence

Unit Lesson

Objectives

Examine trends and their effects on hospitality.

Research some specific industry innovations.

Imagine the future of hospitality.

Identify common theories of innovation.

Project: Future World

Sustainability Overview

Review key concepts from this course.

Examine a variety of instruments to measure and improve quality.

Investigate entrepreneurship and feasibility studies.

Consider career options in sustainable service management.

Project: Creating a Resume

Test

COURSE PROJECT, REVIEW AND EXAM

Review

Exam