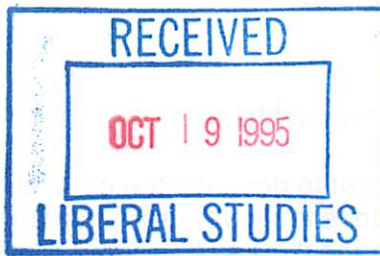


LSC Use Only
Number: _____
Submission Date: _____
Action-Date: _____



UWUCC USE Only
Number: 95-39
Submission Date: _____
Action-Date: App 3/26/96
Senate App 4/30/96

CURRICULUM PROPOSAL COVER SHEET
University-Wide Undergraduate Curriculum Committee

I. CONTACT

Contact Person Lincoln H. Marshall Extension _____
Phone 3286 or 4440
Department Hotel, Restaurant and Institutional Management

II. PROPOSAL TYPE (Check All Appropriate Lines)

COURSE Diver & Multicul Mgmt
Suggested 20 character title
245

New Course* HR 345 Diversity & Multicultural Management in
the Hospitality Course Number and Full Title Industry

Course Revision _____
Course Number and Full Title

Liberal Studies Approval + _____
for new or existing course Course Number and Full Title

Course Deletion _____
Course Number and Full Title

Number and/or Title Change _____
Old Number and/or Full Old Title

New Number and/or Full New Title

Course or Catalog Description Change _____
Course Number and Full Title

PROGRAM: Major Minor Track

New Program* _____
Program Name

Program Revision* _____
Program Name

Program Deletion* _____
Program Name

Title Change _____
Old Program Name

New Program Name

III. Approvals (signatures and date)

[Signature]
Department Curriculum Committee

[Signature]
Department Chair

Mary E. Seunbes 10/11/95
College Curriculum Committee

[Signature]
College Dean

+Director of Liberal Studies (where applicable) *Provost (where applicable)

RECEIVED

Syllabus of Record Format

The course syllabus is present to describe the course in some detail to those interested in the course and to provide guidance to faculty in the department who may wish to teach the course. While each faculty member has the academic freedom to deliver a course in his/her own style, this freedom does not extend to changing the purpose, nature or objectives of the course. A copy of the Senate-approved syllabus for each course is to be maintained in the office of the department offering the course.

A well-written syllabus will contain the following elements:

- I. **Catalog Description.** This includes the course title, number of credits, prerequisites and an appropriately written course description.
- II. **Course Objectives.** What is that students will achieve as a result of taking this course?
- III. **Detailed Course Outline.** This should give the reader an outline of the topics examined in the course as well as an indication of the amount of time spent on each topic. This is either done by indicating the number of lecture hours spent on each topic or by indicating the percentage of time spent on each topic.
- IV. **Evaluation Methods.** Indicate the type(s) of evaluation used (quizzes, exams, projects, papers, etc.) and detail the requirements on evaluations particular to this course. Indicate the weight of each type of evaluation being used and how the final grade will be determined.
- V. **Required Textbook(s), Supplemental Books and Readings.** The UWUCC recognizes that, in some fields, textbooks change rapidly and that the textbook indicated in the syllabus may be outdated by the time the course is offered. However, please indicate your judgement of the best textbook available at the time the course is proposed.
- VI. **Special Resource Requirements.** List any materials or equipment that the student is expected to supply for this course. Is there a lab fee associated with the course?
- VII. **Bibliography.** A current list of resource materials used to prepare for, and teach the course.

See the Appendix for an example of a syllabus of record.

New Course Proposal

submitted by

Lincoln H. Marshall, Ph.D.

Department of
Hotel, Restaurant, and Institutional Management

HR 245
DIVERSITY AND MULTICULTURAL MANAGEMENT
IN THE
HOSPITALITY INDUSTRY



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LSC Use Only
Number: _____
Submission Date: _____
Action-Date: _____

UWUCC USE Only
Number: _____
Submission Date: _____
Action-Date: _____

CURRICULUM PROPOSAL COVER SHEET
University-Wide Undergraduate Curriculum Committee

I. CONTACT

Contact Person Lincoln H. Marshall Extension _____ Phone 3286 or 4440
Department Hotel, Restaurant, and Institutional Management

II. PROPOSAL TYPE (Check All Appropriate Lines)

_____ **COURSE** Diver & Multicul Mgmt
Suggested 20 character title.

_____ **New Course*** HR 245 Diversity and Multicultural
Course Number and Full Title
Management in the Hospitality Industry

_____ **Course Revision** _____
Course Number and Full Title

_____ **Liberal Studies Approval +** _____
for new or existing course Course Number and Full Title

_____ **Course Deletion** _____
Course Number and Full Title

_____ **Number and/or Title Change** _____
Old Number and/or Full Old Title

New Number and/or Full New Title

_____ **Course or Catalog Description Change** _____
Course Number and Full Title

_____ **PROGRAM:** _____ **Major** _____ **Minor** _____ **Track**

_____ **New Program*** _____
Program Name

_____ **Program Revision*** _____
Program Name

_____ **Program Deletion*** _____
Program Name

_____ **Title Change** _____
Old Program Name

New Program Name

III. Approvals (signatures and date)

[Signature] 2/13/96
Department Curriculum Committee

[Signature] 3-21-96
Department Chair

[Signature] 3/22/96
College Curriculum Committee

[Signature] 3/22/96
College Dean

+ Director of Liberal Studies (where applicable)

*Provost (where applicable)

I. Catalog Description

HR 245 Diversity and multi-cultural management in the
hospitality industry (3c-01-3sh)

Prerequisite: Sophomore standing.

Course will explore what happens when diverse people work together in the hospitality industry. It will also examine the affects of international migration and the changing roles of women and other minorities which lead to multi-cultural urban centers within the United States, and other hospitality venues. Furthermore, it will also focus on the cultural factors effecting productivity in the culturally diverse hospitality environment.

**Diversity and Multi-Cultural Management
in the Hospitality Industry
New Course Proposal**

I. Catalog Description

HR 245 Diversity and multi-cultural management in the
hospitality industry (3c-01-3sh)

Prerequisite: Sophomore, Junior or Senior standing

This course will explore what happens when diverse people work together. It will also examine the effects of international migration and the changing roles of women and other minorities which leads to multi-cultural urban centers within the United States. Furthermore, it will also focus on the cultural factors effecting productivity in the culturally diverse hospitality environment.

II. Course Objectives

Upon completion of the course, the student will be able to:

1. Define culture.
2. Identify and discuss assimilation, acculturation, and ethnicity in the workplace.
3. Explain and discuss components of stereotypes and prejudice.
4. List and explain factors that contribute to the changing demographic trends in the United States of America.
5. List the factors which contribute to cultural differences.
6. Develop strategies to manage a multi-cultural environment in the hospitality industry.
7. Examine the components of affirmative action.
8. State elements of a typical glass ceiling in the hospitality industry.
9. Design a model multi-cultural training program for a typical hospitality establishment.

III. Course Outline

- A. Course overview [3 hours]
- B. Workforce 2000 [3 hours]
 - 1. What is workforce 2000?
 - 2. Why is it important to managers
 - 3. What are the highlights of the report
 - 4. Demographic changes
- C. Culture [3 hours]
 - 1. Definition of culture
 - 2. What are the elements of culture?
 - 3. Multi-cultural management
 - 4. Ethnic pluralism
 - 5. Review of sinocentrism, afrocentrism and eurocentrism.
 - 6. View and discuss Tale of O.
- D. Cultural Differences [3 hours]
 - 1. Reviewing examples of cultural differences
 - 2. Locus of control
 - 3. Competitive versus cooperative behavior
 - 4. Individualism versus collectivism
 - 5. Leadership style orientations
 - 6. Time and time consciousness
 - 7. Sense of self and space
 - 8. Communication and language
 - 9. Dress and appearance
 - 10. Food and eating habits
 - 11. Relationships, family, and friends
 - 12. Values and norms
 - 13. Mental processes and learning style
- E. Valuing Diversity in the Workplace [3 hours]
 - 1. Defining diversity
 - 2. Identifying diversity in the workplace
 - 3. The changing demographics
 - 4. Dimensions of diversity
 - 5. Barriers to valuing diversity
 - 6. Diversity continuum
 - 7. Why is diversity important?
 - 8. Viewing and discussing, Valuing Diversity
 - 9. Diversity legislation

- F. Prejudice, Discrimination and Stereotyping [3 hours]
1. Definition of prejudice
 2. Definition of discrimination
 3. Definition of stereotypes
 4. Sources of prejudices
 5. Sexual harassment
 6. Women in commercials
 7. Why stereotyping
 8. Pitfalls of stereotypes
 9. Complex-extremity theory
 10. Assumed characteristic theory
 11. Expectancy violation theory
 12. Postentry effects of stereotyping
 14. Blacks in positions
 15. Women in positions
- G. Ethnocentrism and intergroup conflicts [3 hours]
1. What is ethnocentrism?
 2. Sources of ethnocentrism
 3. Pervasiveness of In-group / Out-group bias
 4. Ethnocentrism as a factor in interpersonal relations
 5. Definition of intergroup conflict
 6. Sources of intergroup conflict
 7. Power discrepancies
 8. Competing goals
- H. Structural and informal integration [3 hours]
1. Overall employment profile
 2. Token representation
 3. Power distribution
 4. Analysis of promotion potential
 5. Consequences of power imbalances
- I. Meeting the diversity challenge [3 hours]
1. What is diversity?
 2. Legal definition of diversity
 3. Why is diversity important in the hospitality industry?
 4. The older / graying worker
 5. Immigrants
 6. Women and what they have to offer
 7. Employing the disabled
 8. Minorities

- J. Affirmative action and Quotas [3 hours]
1. History of affirmative action?
 2. Is it a numbers game?
 3. The affirmative action cycle
 4. Is it good business sense?
 5. Affirmative action legislation
- K. Glass Ceiling [3 hours]
1. Definitions
 2. Who does it effect?
 3. How does it occur?
 4. How can it be prevented?
 5. Organizational approach to a glass ceiling
- L. Managing Today's Immigrants [3 hours]
1. Who are these new Americans
 2. Language barriers
 3. Steps to break down cultural barriers
 4. Assimilation or acculturation
- M. Managing Multi-cultural Workforce [3 hours]
1. Perception
 2. Managerial tools in a diverse environment
 3. Multi-cultural training
- N. The Future of Diversity Management [3 hours]
1. Immigrant explosion
 2. Legislation
 3. Acculturation

IV. Evaluation Methods

The final grade for the course will be determined as follows:

- Examinations (100 points each) 20%
 - There will be two examinations equally spaced during the semester. These examinations will consist of true-false, multiple-choice and short essay questions
- Research Presentation (300 points) 30%
 - Students will research an assigned topic and present it to the class.
- Reaction Papers (100 points) 10%
 - Each student will write four reaction papers on assigned television programs
- Class Participation (200 points) 20%
 - The discussions within the lecture will be an invaluable evaluative tool.

- Manager's Interview (100 points) 10%
 - Students must interview a multi-cultural manager and write a report of the interview
- Spontaneous Exercise (100 points) 10%
 - Unannounced quizzes

Grading Scale

Letter Grade	Points
A =	1000 - 900
B =	899 - 800
C =	799 - 700
D =	699 - 600
F =	Less than 599

V. Required Textbooks

Cox, T. Jr. (1993) Cultural Diversity In Organizations, San Francisco, CA. : Berrett-Koehler Publishers, Inc.

VI. Special Resource Requirements

Guest lecturers will be invited to make presentations.

VII. Bibliography

Elashawi, F. and Harris, P.R. (1993) Multicultural Management. Houston, TX. : Gulf Publishing Company

Gardenswartz, L. and Rowe, A. (1992) Managing Diversity: A Complete Desk Reference and Planning Guide. New York, NY.: Irwin Professional Publishing

Harris, P. R. and R. T. Moran, (1991) Managing Cultural Differences 3rd ed. Houston, TX. : Gulf Publishing Company

Jamison, D. and O'Mara, J. (1991) Managing Workforce 2000. San Francisco: Jossey-Bass, Inc.

Simons, G. F., Vazquez, C. and Harris, P.R. (1993) Transcultural Leadership: Empowering the Diverse Workforce. Houston, TX. : Gulf Publishing Company

Wurzel, J. S. (1988) Towards Multiculturalism, Yarmouth, ME: Intercultural Press, Inc.

Course Analysis Questionnaire**A. Details of the course**

- A1. This course will be a free elective for students in the B.A. Hotel, Restaurant, Institutional, Management program. This course is not intended for inclusion in the Liberal Studies Program.
- A2. This course does not require changes in other courses or programs.
- A3. This was developed by Lincoln Marshall, and was approved by the HRIM Department's Curriculum Committee during the Spring of 1993. The course was taught as a Special Topic in the Fall of 1994. It is scheduled to be taught in the Fall of 1995.
- A4. This course is not intended to be dual level.
- A5. This course is not to be taken for variable credit.
- A6. Similar courses are offered at these institutions:
1. George Washington University
 2. The American University
 3. Florida International University
- A7. The content of this course is not recommended or required by any professional society, accrediting authority, law or other external agency.

B. INTERDISCIPLINARY IMPLICATIONS

- B1. This course will be taught by a faculty member in the Hotel, Restaurant, Institutional Management Program.
- B2. This course does not overlap with any other courses at the University.
- B3. One seat in each section of this course will be reserved for a student in the School of Continuing Education.

C. Implementation

- C1. No new faculty are needed to teach this course.
- C2. Other Resources
 - a. Current space allocations are adequate to offer this course.
 - b. No additional equipment is necessary to teach this course.
 - c. The Department's budget is sufficient to purchase library supplies for this course.
- C3. No grant funds are associated with this course.
- C4. This course will be offered once a year in the Fall semester.
- C5. One section of the course will be offered at a time.
- C6. Thirty students will be accommodated in this course.
- C7. No professional society recommends enrollment limits or parameters for a course of this nature.

D. Miscellaneous

No additional information is necessary.

New Course Proposal

submitted by

Lincoln H. Marshall, Ph.D.

Department of
Hotel, Restaurant, and Institutional Management

HR 245
DIVERSITY AND MULTICULTURAL MANAGEMENT
IN THE
HOSPITALITY INDUSTRY

MAIL> extract tt:

From: GROVE::KUZNESKI "JODELL KUZNESKI" 27-MAR-1996 08:18:39.27
To: MMCCARTY
CC:
Subj: UWUCC

As Gail writes, the final clean copy of HR 245 should be coming your way for the files. Also, assign the new course to the same screening committee and perhaps they will have the chance to look at it before the end of the semester.

Thanks

From: GROVE::BGWILSON "B. GAIL WILSON" 27-MAR-1996 07:10:43.95
To: MARSHALL
CC: KUZNESKI
Subj: HR 245

Professor Marshall,

The UWUCC has approved the new course proposal for HR 245. There is yet one last correction that needs to be made. On page four, Letter C, item 5, the terms should all agree... either centric or centrism for all three and if you would remove the spaces in the line. After that you can forward a clean copy of the course proposal to Marcia McCarty in the Liberal Studies office, who will distribute the appropriate copies. The course will be placed on the April 30 Senate agenda. You or some other representative of the department should be present to answer any questions that might come up.

Also I have forwarded the other course proposal, HR 350, that was included with the updated HR 245, to Marcia. She will copy it and distribute to the appropriate UWUCC Screening Committee.

If I can be of further assistance, please let me know.

B. Gail Wilson
Screening Committee One, UWUCC