



BC Provincial
**Hospitality Management
Diploma Program**

Standardized Core Curriculum Handbook
Third Edition
2007



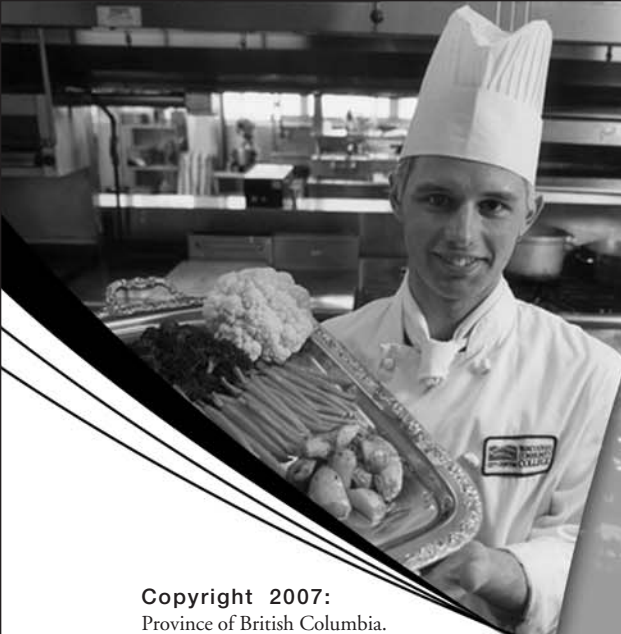
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Acknowledgements: Third Edition

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Griff Tripp of Malaspina University-College coordinated project consultation and Third Edition development. *LinkBC* assisted with the introduction to the Handbook.

Ordering Information

For additional copies of this handbook, a PDF version is available for downloading at no cost from the LinkBC network Tourism Online Resource Centre (TORC) at www.bctorc.ca.

Other BC Tourism Learning System Programs:

- *Bachelor of Hospitality Management Degree Program*
- *Tourism Management Diploma Program*
- *Bachelor of Tourism Management Degree Program*
- *Adventure Tourism Certificate Program*

Third Edition photos courtesy of Tourism British Columbia

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Introduction

1. Overview

The Industry Perspective

In this rapidly changing and expanding industry, hospitality managers are challenged to understand and respond to a complex working environment, and to provide ever better levels of service to clients. To achieve this, they must also provide better guidance and working conditions for staff.

The Educator Perspective

Educational institutions are similarly challenged to ensure that graduating students can rise to the challenge. Educators want to ensure that graduates are career-oriented and are equipped to make the transition to employment a smooth one. Diploma program students need to complete a program of studies that provides employers with committed, knowledgeable individuals, ready to advance to supervisor/manager-trainee positions.

Core + Specialty Courses = Full Diploma

This curriculum focuses on the range of core knowledge, skills and attitudes that industry leaders and hospitality educators have deemed critical for graduates of all two-year diploma programs to demonstrate.

This curriculum provides flexibility for institutions to accommodate and focus on their areas of expertise and location needs.

The twelve common core topics included in this handbook cover these common competencies. These are then built upon by each institution by adding a range of optional electives to offer a complete diploma program with a unique emphasis (e.g. Golf Resort Management, Marketing Management, Aboriginal Tourism Management, Adventure Travel Guide, Events and Meeting Management.).

Program Timeline: 2 yrs, 20 courses, 3 credits, 900 hrs

- Programs are usually two years in length (full time instruction) and include a work experience component.
- This document lists 15 core courses and the learning outcomes for each course. This document also includes a list of Optional Electives.
- Core topics in the BC Tourism Learning System are usually offered as 3-credit courses of approximately 45 hours each.
- In addition to the core courses, a compliment of courses totaling 15 credits must be completed in a full diploma program.
- This core curriculum aligns with the majority of generic supervisory and management level competencies outlined in the national emerit occupational standards (Canadian Tourism Human Resource Council).

2. Diploma Program Rationale and Goals

The diploma program is considered an “anchor” in the BC Tourism Learning System. It has been developed to:

- Ensure consistent delivery of similar industry-validated content in many programs across BC for the benefit of both students and employers.
- Provide employers with a pool of graduates (potential employees) with a commitment to the industry, practical experience, and a solid theoretical base of information.
- Ensure transferability for students moving between institutions and proceeding on to degree studies.
- Ensure regular opportunity for industry input into updating and improving curriculum.
- Ensure that diploma credentialed graduates are appropriately recognized by industry as career-oriented, preferred employees.

3. Competencies of Diploma Graduates

Graduates from BC diploma programs in Hospitality Management have completed a range of basic management course work. They have participated in experiential learning that has provided them opportunities to demonstrate communication skills, the ability to work independently as well as in teams, and to think critically and be involved in problem solving.

Graduates will be able to use appropriate technology common to the industry, and make effective presentations. They will have demonstrated an ability to market and promote ideas and services relevant to hospitality, and have an understanding of customer service.

4. Guiding Pillars and Articulation

The development of a common core among educational institutions in British Columbia not only benefits the employer but also benefits the student. Institutions working closely with each other will ensure similar standards are achieved. Students benefit by having received similar core education at all institutions by being able to transfer between institutions (articulation).

Block Transfer

For transfer purposes, BC public institutions following the full core diploma recognize the comparable content and scope of other diploma programs in the provincial network. Rather than requiring a course-by-course review, ten years of cooperative curriculum and articulation committee work done by the BC Hospitality Management Diploma Articulation Committee has created the trust to accept the “block transfer” arrangement between these institutions.

Students receiving a Hospitality Management Diploma from the above educational institutions are able to apply to a hospitality degree-granting institution in BC. Most of the institutions have block transfer agreements in place providing a diploma graduate with a two year credit towards their Bachelor of Hospitality Management degree.

Guiding Pillars

The following diploma “guiding pillars” have been developed for this edition, and are intended to ensure that all programs are continually evolving and align with industry issues and trends.

Program coordinators and instructors should review the learning outcomes in hospitality management programs annually against these “pillars”. Each program, while following core topic outcomes, should be aligned to regional needs. A consistent set of hospitality industry drivers that influence the philosophy and essence of the course material should be embraced:

- Emerging hospitality industry trends and innovations
- Industry infrastructure developments and needs
- The international marketplace
- Technological competence and web impact
- Leadership development
- Ethical behavior in the industry
- Tourism sustainability issues
- Community and regional tourism
- Product development

Private Institutions

Public colleges and universities negotiating articulation agreements with recognized private institutions in BC (those fully accredited, and providing the BC common core curriculum) will still require reference to the learning outcomes under each topic area in the core curriculum handbook.

5. Revision & Validation Process (3rd Edition)

Overview

The project to revise to the provincial hospitality management core curriculum was initiated in January 2006. The objective was to acknowledge changes that had occurred with the way the second edition was now being delivered, and to ensure changing expectations of hospitality employers resulted in revised learning outcomes aligned to current occupational requirements.

Phase One: Environmental Scan

In phase one of the project a comprehensive environmental scan was undertaken to determine what was occurring in the Tourism Learning System at all participating educational institutions in BC. Institutions were also asked to describe any changes made to the program at their local level. A detailed summary of survey results was produced and analyzed.

Phase 2: Consultation with Employers/Industry

The next phase of the project involved participation in feedback and suggestions from professionals attending the annual tourism industry conference of BC. A core curriculum review exhibit was prepared and staffed for the duration of the conference. The industry input phase requested impressions of the actual learning outcomes and changes or additions that were felt to be necessary for diploma graduates.

Phase 3: Consultation with Program Coordinators and Instructors

Phase three of the project involved a detailed review of the industry observations and recommendations by hospitality management articulation committee members and other representative instructors. This was undertaken in a two-day workshop, that preceded the annual Tourism Educators’ Conference. During this detailed topic-by-topic session with instructor specialists, comments and suggestions received from WorkSafe were also considered.

The project managers and coordinators from both the Tourism and the Hospitality management core review projects (taking place concurrently) then met to compare and consider recommended changes in topics common to both programs (eg. English, Organizational Behaviour).

This input was then collected and integrated into a revised draft core curriculum handbook, which was presented at an Articulation Committee Meeting in September for input and final comments.

Phase 4: Validation

The final phase of the project involved the integration of the final comments received. At this point, both industry associations and educational institutions were asked, through a sign-off form, to indicate their agreement to the final product as presented in this document.

6. Notes to Program Coordinators & Instructors

Program coordinators and instructors should be aware of the following resources, ideas and considerations as diploma programs are being designed, refined and delivered:

i. Work Placement Resources

The 1999 resource *BC Tourism Workplacement Guidelines* was developed by a committed group of BC industry leaders and educators. It has relevant tips and practical tools for students, placement coordinators and employers. Discussions are currently underway with the BC Centres for Tourism and Hospitality regarding a revision check.

ii. Suggested Links with Service Courses

Smaller programs with limited instructional resources may often need to contract the services of a larger department (e.g. Business) to deliver some of the provincial core courses. In order to ensure that the “hospitality flavour” is not lost when these generic courses need to be included in the diploma program, the following tips may help:

- Meet with the service department faculty to describe particular needs of the program
- Provide the service department instructors with specific case studies or examples
- Offer to provide guest speakers who may be able to address specific issues

iii. Links with BHM and other Degrees

The diploma offers a range of topics appropriate for a two year diploma program. Topics raised for discussion in the review process, but most appropriately delivered at an advanced degree level, include:

- Facilities Risk Management
- Labour Relations

iv. Links with Secondary School Tourism programs

The Ministry of Education, in cooperation with the Secondary Tourism Educators' Group, released a revised (2006) Tourism 11 and Tourism 12 Curriculum. A number of schools offer tourism career preparation programs including these two courses, work experience and industry-related speciality courses. A smaller number of BC schools (offering the full curriculum) are also recognized as Canadian Academies of Travel and Tourism, part of an international network of secondary school programs, and supported in Canada by the Canadian Tourism Human Resource Council.

Some BC colleges and universities offer "preferred entry" to graduates of these programs. This usually involves designating seats for graduates of partner secondary schools. Others are involved with dual credit or "transition" programs where post-secondary diploma courses (usually two) are delivered to secondary school students on the college/university campus in Grade 12.

Schools considering a similar arrangement should discuss observations and lessons learned with colleagues who have piloted this innovative model. At this point, there is no clear consensus on which courses are best to offer. Some suggest that the first choice – the Introduction to Tourism course, may not be the best as it is in this survey course that college/university students often cover material that impacts a good understanding of other courses in the diploma. Accounting and marketing and other more technical courses have been delivered at the high school level. The consensus is that whatever is offered, it should be a highly engaging course designed to stimulate the interest of potential transfer students.

v. Links with National Credit Transfer and Certification (ACCC-CTHRC)

At the time of writing, the Association of Canadian Community Colleges (Tourism Affinity Group) and the Canadian Tourism Human Resources Council, have reached an agreement on a national credit transfer agreement for Canadian tourism and hospitality management programs.

Institutions offering the BC core curricula for both tourism and hospitality management diplomas are in an excellent position to benefit from this arrangement. This will allow elements of the nationally recognized tourism industry occupational certification system to be incorporated into the diploma program so that participating students receive a recognized academic credential (the diploma), and one or more industry credentials.

Inserted as an elective course, or incorporated into the schedule in other ways, this will allow schools to offer study sessions and exams leading to the following national 'stepping-stone' credentials while in the program;

- Occupational Knowledge Certificate (*available for many industry occupations, including supervisory/manager level*)

Graduates can then pursue the next steps in the process:

- Occupational Experience Recognition
- *emerit* Professional Certification

vi. Integration of WorkSafe Principles

Coordinators and Instructors are encouraged to assist their students to understand the need for, and contribute to a safe working environment. A number of learning outcomes relating to occupational health and safety are included in various topics in this diploma.

Students in diploma programs should not only be aware of front-line risk management procedures for their own work experiences, but be developing an awareness of the role and responsibilities of supervisors in creating a WorkSafe environment.

A project to develop instructor resources for BC hospitality and tourism diploma programs will commence in late 2006. In the meantime, please visit www.worksafefbc.com.

vii. The Role of the Advisory Committee

BC Institutions offering the provincial core curriculum are expected to seek regular input from regional industry leaders regarding the content and delivery of the program. This information is then shared provincially at the BC Hospitality Management Programs Articulation Committee, and often sets the stage for ongoing provincial updates and revision.

There are no standard models for industry advisory committees. A survey undertaken in 2005 for *go2**, the resource for people in tourism, revealed a range of approaches. The common key objective was obtaining regular, meaningful input from key influencers in the industry, and making adjustments. *www.go2hr.ca

viii. Second Language for Students

While not a mandatory course for this provincial degree, all program coordinators and instructors involved in the review process suggest that diploma students be strongly encouraged to develop fluency in a second language. This skill is becoming increasingly important for career development as globalization continues to influence most aspects of the BC hospitality industry.

7. Diploma Program Outline

The Diploma is composed of at least twenty 3-credit courses (minimum 45 hours of instruction each), composed of fifteen common core courses plus a selection of concentration, specialty or elective courses that reflect the emphasis of the individual programs. A co-op, work experience, or practicum is also an essential part of the program.

Core Courses

1. Accounting I
2. Business Communications
3. English Composition
4. Economics
5. The Business of Tourism
6. Human Resources Management in the Hospitality Industry
7. Hospitality Law
8. Management Accounting
9. Marketing I
10. Organizational Behaviour
11. Accommodations I
12. Food and Beverage Cost Control
13. Beverage Operations
14. Food Production Principles
15. Food and Beverage Service

Industry Work Experience

Internship, Co-op or Practicum
(Minimum 500 hours work experience)

Optional Electives

In addition to courses in the core curriculum, a compliment of courses totaling 15 credits must be completed:

1. Food Operations Management
2. Accommodations II
3. Marketing II: *Hospitality Sales & Advertising*
4. Hospitality Computer Applications
5. Conferences/conventions/ events.
6. Business simulations
7. Mathematics (business/finance)
8. Principles of Service Management
9. Front Office Accounting
10. Food Science and Nutrition
11. Entrepreneurship
12. Employability Skills/Co-op Preparation
13. Team Building Skills
14. Micro Economics
15. Macro Economics
16. Second languages
17. Statistics

Years 1 & 2

Core Courses (15)
+
Optional Electives
(min 15 credits)
= Hospitality Diploma

Hospitality Employment

“Graduates are ideally positioned for a career path leading to management trainee positions within the industry.”

Diploma Holders are also able to transfer into year three of a number of degree programs for which block transfer has been negotiated”

Years 3 & 4

(and other degree transfer opportunities)

Bachelor of Hospitality Management
Bachelor of Tourism Management
Bachelor of Commerce

Learning Outcomes

1. Accounting

Prerequisites: none

Credits: 3

This course introduces students to the basic terminology, concepts and principles of accounting. Accounting focuses on preparing, analyzing and interpreting financial statements. Topics include: accounting as an information system, introduction to accounting theory, income measurement, traditional record keeping procedures, special journals, cash and investments, balance sheet equations, the accounting cycle, preparing working papers and accounting software. Participants will work through the full accounting cycle.

Learning Outcomes

Upon successful completion of this course, learners will have demonstrated the ability to:

1. State the fundamental purpose of accounting.
 - 1.1 Define and describe the more important accounting principles and concepts.
 - 1.2 Describe the concept of cash flow and how cash flows in and out of a business.
 - 1.3 Describe comparative analysis and use it for balance sheet and income statement analysis.
 - 1.4 Describe information from financial statements and communicate aspects of financial statements.
2. Complete an accounting cycle.
 - 2.1 Post to accounts, prepare a trial balance, prepare adjusting entries to the accounts and complete working papers so that the income statement and a balance sheet can be prepared
 - 2.2 Perform a bank reconciliation.
 - 2.3 Prepare income statements and balance sheets in proper format.
3. Describe accounting practices related to an accounting system for a service business.
 - 3.1 List and briefly describe and use some of the various analysis techniques and tools common to the hospitality industry.
 - 3.2 Calculate depreciation/amortization using straight-line, accelerated, and usage methods.
 - 3.3 Explain and use inventory valuation methods including FIFO, LIFO and weighted-average methods to calculate Cost of Goods Sold.
 - 3.4 Prepare a simple departmental income statement in standard form.
 - 3.5 Perform basic payroll preparation including determination of deductions.
 - 3.6 Describe and use special journals and subsidiary ledgers i.e. guest folios and City Ledger accounts.
 - 3.7 Discuss the value and use of the Uniform system of Accounts for Hotels, for Restaurants, and for Clubs.



2. Business Communications

Prerequisites: none

Credits: 3

This course deals with both written and oral communication skills. Topics include: writing formal reports and other business correspondence, making effective presentations and preparing for and chairing meetings. Selected topics assist students in developing skills necessary for successful management communications in the hospitality industry.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Communicate the importance of effective written and oral communication to managerial effectiveness.
 - 1.1 Identify the importance of both formal and informal communication systems in achieving the goals of the organization.
 - 1.2 Describe the flow of information that ensures effective communication.
 - 1.3 Apply sensitivity to cultural differences in communication patterns.
 - 1.4 Identify strategies for ensuring effective communications in a multi-cultural workforce.
 - 1.5 Describe the basics of clear effective communications and evaluate text for style, structure, and impact.
 - 1.6 Demonstrate good listening skills, posture and body language.
2. Complete written communications.
 - 2.1 Produce letters, memos, informational and analytical business reports.
 - 2.2 Produce a short report evaluating a business situation or opportunity.
 - 2.3 Demonstrate an understanding of letters of solicitation and proposals.
 - 2.4 Describe the steps involved and an understanding of speech writing.
3. Complete effective oral communications.
 - 3.1 Demonstrate leadership skills in organizing, facilitating and moderating a meeting.
 - 3.2 Prepare and present a short training presentation.
 - 3.3 Perform a short oral presentation using visual aids.



3. English Composition

Prerequisites: none

Credits: 3

The content of this course will vary at different colleges. It is important, however, that the course provides transfer credits and is equivalent to a first-year university course. It should teach the students to prepare essays at the university level.

Learning Outcomes:

The learning objectives will vary with the English course selected and the institution offering the course. Recommended that the course outcomes include:

1. Prepare reports in standard format.
 - 1.1 Plan, organize, write and revise formal analytical descriptive report.
 - 1.2 Select a topic and use primary and secondary research sources to develop and support the analytical report's arguments.
 - 1.3 Structure and format reports using standardized prefatory, citations and supplementary parts.

4. Economics

Prerequisites: none

Credits: 3

This is an introduction to the basic principles and concepts in economics with a focus on the Canadian economy. The course incorporates elements of micro and macro economic issues. Content may vary from college to college. Students attempting to complete a degree program are encouraged to choose an economics course that is transferable to university.



5. The Business Of Tourism

Prerequisites: none

Credits: 3

This course reviews the role and scope of the tourism industry, explores the components of tourism industry and then reviews the challenges of the future of the industry.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Define key tourism terms.
 - 1.1 Define and explain tourism, trip, excursionist and tourist.
 - 1.2 Explain the differences between domestic and foreign tourists.
 - 1.3 Explain the concepts of leakage and multiplier effect.
 - 1.4 Distinguish between push and pull factors.
 - 1.5 Provide a brief history of tourism.
2. Describe the motivational, demographic and psychographic characteristics of major groups of guests.
 - 2.1 Discuss the barriers to satisfying the motivations of various visitor profiles.
 - 2.2 Explain how different demographic profiles relate to the demand for different tourism products.
3. Describe the characteristics of and the economic and the social impact the five (formerly eight) sectors of the tourism industry:
 - *Transportation*
 - *Accommodation*
 - *Food And Beverage Services*
 - *Amusement, Gambling And Recreation*
 - *Heritage, Art And Travel Services.*
 - 3.1 Discuss how the negative impacts can be mitigated.
4. Identify the roles of non-sector stakeholders in the success of the tourism industry.
 - 4.1 Describe the roles of the various levels of government in the development, operation, and promotion of tourism.
 - 4.2 Discuss the roles of professional and industry organizations and their impact on tourism.
5. Identify the horizontal and vertical career paths and opportunities related to the industry.



6. Human Resources Management in the Hospitality Industry

Prerequisites: none

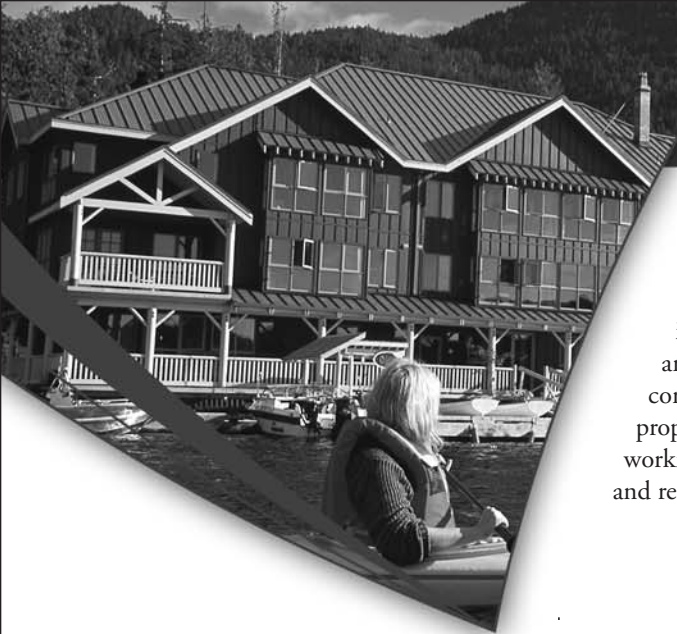
Credits: 3

Human resources management has a profound effect on the success of tourism operations. An understanding of fundamental human resources theory and practices is necessary in the service sector where the link between the tourism operation and the guest is so critical. Innovative approaches to human resources management are necessary to recruit and retain the right people in the industry. This course focuses on the critical issues that concern managers in the tourism industry, employee relations, recruiting and selection, challenges and trends in the 2000s and employment standards.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Describe the importance of human resources management practices to organizational effectiveness, especially as they relate to the service sector.
 - 1.1 Describe current human resources department's principles and practices.
 - 1.2 Describe the various functions of human resources management.
 - 1.3 Describe current human resources management issues.
 - 1.4 Describe the human resources planning process.
 - 1.5 Describe how the human resource function may be impacted by ethnic pluralism and identify management principles & practices applicable to managing the multi-cultural hospitality workforce.
2. Describe recruitment and selection and identify related legal issues.
 - 2.1 Describe current recruitment and selection issues.
 - 2.2 Write job descriptions.
 - 2.3 Use and apply current national tourism occupational standards (*Canadian Tourism Human Resource Council*).
 - 2.4 Describe various internal and external recruitment methods.
 - 2.5 Demonstrate competency in preparing for and conducting a job interview.
 - 2.6 Describe methods to evaluate and select candidates.
 - 2.7 Explain how the human rights act and the employment standards act impact the human resource function.
3. Describe performance management procedures.
 - 3.1 Describe the components of an orientation program.
 - 3.2 Describe the components of a training program.
 - 3.3 Describe employment development programs.
- 3.4 Describe the role of discipline in performance management.
- 3.5 Describe termination procedures and legalities.
- 3.6 Identify the basics of an employee performance planning and review program.
4. Identify compensation practices.
 - 4.1 Assess the importance of compensation planning to sound human resources practices.
 - 4.2 Distinguish between different types of benefit plans and describe legally required benefits.
5. Describe the occupational and safety policies relevant to the hospitality industry.
 - 5.1 Identify general strategies to minimize workplace hazards and prevent workplace injuries.
 - 5.2 Identify workplace health and safety rights and responsibilities of employers, managers, supervisors, and workers (e.g. due diligence, right to refuse)
6. Identify the importance of a harassment-free environment.
 - 6.1 Describe the role of managers in ensuring the workplace is free of violence and harassment.
 - 6.2 Describe how management can redress harassed individuals and groups.
7. Describe some of the latest theory on such topics as creative problem solving, personal mastery (personal vision, networking, moving up the ladder, etc.), Hiring top performers (searching for talent, leadership qualities).
8. Discuss unionized labour relations.
 - 8.1 Describe the role of a union and outline laws regarding labour relations and union activities.



7. Hospitality Law

Prerequisites: none

Credits: 3

This course outlines Canadian Law applicable to the hospitality industry, identifies areas where there may be potential legal problems and discusses rights and liabilities of relationships within the hospitality industry. Topics include constitutional law, the common law of contract, forms of business organization, property law dealing with the sale of goods, methods of securing debt, human rights, working conditions, labour relations, liquor, health and licensing, definition of hotels and related establishments, and the safety of guests.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Describe the legal responsibilities of managers in the hospitality industry.
 - 1.1 Identify the part of the Canadian Criminal Code pertaining to hospitality operations and describe applications of the Canadian Criminal Code to various hospitality situations.
 - 1.2 Relate recent examples of lawsuits against hospitality operations.
 - 1.3 Describe the hospitality operator's duty to ensure the safety of guests and to take care of their property referencing occupiers liability act and hotelkeepers act.
 - 1.4 Define the legal aspects of the sale of food and non-alcoholic beverages.
 - 1.5 Use legal terminology relating to the hospitality industry.
2. Describe the origin of common law and the difference between it and statutory law.
 - 2.1 Explain the acts and the impact of the government acts on hospitality operations
 - 2.2 Communicate the provincial regulations and the legal aspects of the sale of alcoholic beverages in British Columbia.
 - 2.3 List and explain the types of licences and current practices and procedures in licencing.
 - 2.4 Describe the principles of tort law.
3. Explain the elements of a contract at law.
 - 3.1 Identify and discuss components of a contract that must be present for that contract to be enforceable.
 - 3.2 Identify the differences between explicit and implicit contracts.
 - 3.3 Identify when written contracts should be used in the hospitality industry.
4. Describe major forms of business organization including sole proprietorship, partnerships, corporations including the major business and legal implications of each.
5. Describe the uses of insurance.
 - 5.1 Describe insurable and uninsurable risk and the implications.
 - 5.2 Describe liability insurance and property insurance.
 - 5.3 Describe workers compensation insurance and the costs of worker injuries.
6. Describe human rights legislation and its implication for the hospitality industry.
 - 6.1 Evaluate labour concerns, such as personal and sexual harassment.
 - 6.2 Discuss the implications of human rights legislation regarding guest service and employment practices.
- 7.0 Discuss the impact of other legislation relevant to the hospitality industry including:
 - *Employment Standards Act*
 - *BC Labour Law*
 - *Freedom Of Information And Privacy Act*
 - *Canada Health Act*
 - *Licensing And Local Bylaws*



8. Management Accounting

Prerequisites: Accounting 1, Food, Beverage and Labour Cost Control
Credits: 3

This course focuses on developing an understanding of financial practices used in management positions in the hospitality industry. Topics include the basic control procedures used in the industry, food and beverage costing, labour cost analysis, pricing methods, internal controls and computer applications. Students will apply concepts, principles and skills gained in Accounting and Food, Beverage and Labour Cost Control to case studies in the hospitality industry.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Describe basic principles of controls and list areas of control for which the middle manager is responsible.
 - 1.1 Describe the purpose of internal control and the basic principles of good internal control and describe implementation of internal controls in deliveries, receiving and inventory, cash handling, accounts payable and payroll, food and beverage and front office.
 - 1.2 Explain how control interacts with other management functions.
 - 1.3 List and describe the five documents used to control purchases.
 - 1.4 Explain how control can be established for cash receipts and disbursements.
 - 1.5 Describe general purchasing procedures and explain the importance of the purchasing function.
2. Identify important considerations in pricing.
 - 2.1 Identify management techniques to control long-term and current asset costs.
 - 2.2 Identify considerations and difficulties in pricing individual menu items.
 - 2.3 Assess the importance of the organization's objectives, elasticity of demand, cost structure and competition in pricing.
 - 2.4 Examine control of food and beverages using a standard cost percentage approach.
 - 2.5 Analyze how labour costs are different from other costs.
 - 2.6 Explain and analyze the various types of cost.
3. Assess the advantages and disadvantages of a computer system.
 - 3.1 Describe a computer system's use in managing purchasing functions, controlling inventory, analyzing business and determining personnel requirements, controlling labour costs, generating daily report and costs of sales for management and budgeting and preparing financial statements.
 - 3.2 Discuss need for manual backup systems for power or equipment failures.
4. Describe financial practices used by management in the hospitality industry.
 - 4.1 Identify the important aspects and techniques of cash.
 - 4.2 Explain the advantages and disadvantages of different methods of financial statement analysis.
 - 4.3 Exercise variance analysis to assess differences between budget and actual financial statement results.
 - 4.5 Perform the necessary calculations to forecast the annual revenue required for a restaurant to cover its forecasted costs given a meal period average check and seat turnover figures and for a hotel given occupancies, average room rates and forecasted costs.
 - 4.6 Explain and use simple investment decision analysis techniques including simple ROI and payback period using relevant costs.
 - 4.7 Describe types of budgeting such as departmental, capital, fixed and flexible and zero based.



9. Marketing

Prerequisites: none

Credits: 3

This course is an introduction to hospitality services marketing. Students will study the concept of marketing using services and tourism examples. The course develops skills in analysis and problem solving, and decision making while learning the principles and approaches used in marketing.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Utilize marketing terms.
 - 1.1 Define and use marketing terminology such as: competitive analysis, marketing plan, the ps of marketing, personal selling, price objectives, product review, promotional plan, public relations, situational analysis, segmentation, target market, product differentiation, and service marketing.
 - 1.2 Define RevPar, ADR/ARR, FMS & AMS
 - 1.3 Analyze a marketing situation, present recommendations for appropriate strategies/tactics to rectify the current situation, using swot (strength, weakness, opportunity, and threat) analysis and defend those recommendations.
2. Explain the basics of consumer purchase behaviour.
 - 2.1 Differentiate needs, wants, problems and demands.
 - 2.2 Discuss motivational theory and the impact on product design.
 - 2.3 Discuss purchase theory models.
 - 2.4 Discuss the impact of internal marketing on purchase behaviour.
3. Prepare basis for a marketing plan.
 - 3.1 Identify sources of information for determining target markets; segmenting target market according to demographics, psychographics, geography and use frequency, and identifying segments offering most desirable potential for business.
 - 3.2 Discuss the appropriate marketing mix including product analysis, pricing strategy, promotional strategies and distribution plan.
- 4.0 Discuss the elements of a communication strategy.
 - 4.1 Identify benefits of the various promotional tools, including personal selling.
 - 4.2 Create a sales presentation.
 - 4.3 Describe the relative strengths and weaknesses of personal selling, public relations, publicity, merchandising and advertizing as they apply to the hospitality industry.



10. Organizational Behaviour

Prerequisites: none

Credits: 3

This course focuses on how individuals function effectively in organizations by examining behaviour from individual, small group, inter-group and organizational perspectives. A participatory model using experiential exercises will illustrate how groups help or hinder the organization. Topics include: communication models, strategies for effective leadership, leadership styles, motivational techniques, group dynamics and behaviour, stress management, delegation, organizational structure and change, values and attitudes and team-building. Students will learn how to become effective members of groups by working together towards common goals.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Describe the organization and structure of work situations in the hospitality industry.
 - 1.1 Identify organizational structure within the hospitality industry and describe possible areas of friction or conflicts of interest.
 - 1.2 Identify the organizational differences between being involved in a service industry as opposed to a product-based industry and discuss implications for managers.
 - 1.3 Assess the importance of an effective hospitality team.
2. Identify the structure and function of human behaviour within organizations.
 - 2.1 Explain how official and unofficial lines of communication flow and how delegation of tasks and management style are reflected in organizational charts.
 - 2.2 Assess the importance of professional socialization in achieving the goals of the organization.
 - 2.3 Evaluate several communication models and discuss how they affect organizational effectiveness.
3. Identify organizational behaviour problems and issues.
 - 3.1 Identify the basic theories of motivation and identify the factors that influence motivational effectiveness.
 - 3.2 Articulate theories of leadership and styles of leadership.
 - 3.3 Compare and contrast leadership and management.
 - 3.4 Describe how career development programs, coaching and team-building retain human resources.
4. Explain the roles of the individual in teams.
 - 4.1 Outline the steps new teams evolve through as they develop effectiveness.
 - 4.2 Outline problem solving and conflict resolution techniques.
 - 4.3 Outline strategies for managing personal stress.
 - 4.4 Describe your leadership style.
 - 4.5 Describe team building strategies.
5. Explain the need for and role of ethics.
 - 5.1 Explain and justify practical ethical standards of behaviours toward guests, suppliers, employees and employers.



11. Accommodations 1

Prerequisites: none

Credits: 3

Accommodations I is an introductory course. Topics include travel patterns affecting the lodging industry, different types of lodging, functions of the various departments within a lodging operation, human resource management issues specific to hotel operations and management, current trends in guest services, competitive tactics that hotels use in their services and amenities, service philosophy and psychology, principles of front desk management and relevant operational procedures.

Learning outcomes

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Describe the different uses of lodging for business travellers, conventioners and travelling families and tourists.
 - 1.1 Describe the different types of lodging categorized by location and service mix.
 - 1.2 Differentiate resort hotels from other kinds of hotels.
 - 1.3 Describe how value and function are determined in the different kinds of hotels.
2. Identify and describe the organizational structure of the accommodations sector.
 - 2.1 Describe the roles and responsibilities of the support departments or those departments such as sales, marketing and engineering that offer no direct guest services.
 - 2.2 Describe the routes for advancement in the hotel industry in - front office, sales, and marketing, accounting, and food and beverage - and advantages and disadvantages of each.
3. Describe and differentiate levels of service provided by economy, mid-scale, up-scale, and luxury accommodation.
 - 3.1 Describe competitive tactics that hotels use in their services and amenities: food service, concierge service, superfloors, fitness facilities and personal amenities.
 - 3.2 Identify current trends in guest services.
4. Describe the procedures and equipment used by the front office through the guest cycle, from the original reservation to departure and guest history.
 - 4.1 Apply terminology and basic concepts related to front desk operations.
 - 4.2 Describe front desk staff's role in the application of yield management principles and practices.
 - 4.3 Describe the function of all the departments in a hotel and the role of the front desk in their coordination.
 - 4.4 Describe reservation systems and procedures.
 - 4.5 Execute property management skills on current property management system (PMS).
 - 4.6 Discuss the process of "walking" a guest.
 - 4.7 Discuss methods of upselling and upgrading a guest.
 - 4.8 Identify and describe accessible facilities for guests with special needs.
 - 4.9 Identify and discuss property and revenue management systems related to managing the front desk.
5. Explain the accounting procedures and controls in the front office.
 - 5.1 Prepare a night audit manually and using a computer software application.



12. Food and Beverage Cost Controls

Prerequisites: Accounting 1

Credits: 3

This course focuses on the principles and procedures involved in an effective system of food, beverage and labour controls used in the hospitality industry. Topics include: the basic control procedures used in food and beverage costing, labour cost analysis, pricing methods, internal controls and computer applications.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Describe the concepts of financial and internal controls in the hospitality industry.
 - 1.1 Identify basic principles of controls and list areas of control that a manager is responsible for.
 - 1.2 Describe the purpose of internal control and the basic principles of good internal control, such as defining job responsibilities, separating record keeping from control of assets, and dividing responsibilities for related tasks.
 - 1.3 Identify important considerations in pricing, such as an organization's objectives, elasticity of demand, cost structure and the competition.
 - 1.4 Distinguish between cost control and cost reduction.
2. Describe the concepts related to food and beverage sales and the different types of costs pertinent to food and beverage operations.
 - 2.1 Describe an efficient purchasing, receiving, storing, and issuing control system for f & b operations.
 - 2.2 Indicate how to compute and monitor food and beverage costs.
 - 2.2 Describe how to use cost and revenue information to develop a CVP relationship for a f & b operation.
 - 2.3 Identify considerations and difficulties in pricing individual menu items.
 - 2.4 Explain and apply the principles of menu engineering.
 - 2.5 Analyze food and beverages costs using a standard cost percentage approach.
- 2.6 Analyze income statements in terms of average check, cost, and net income per guest calculations.
3. Describe implementation of internal controls in each of the following areas: deliveries, receiving and inventory, cash handling, payroll, and food and beverage service.
 - 3.1 Describe the major steps in the purchasing cycle.
 - 3.2 Describe general purchasing procedures and explain the importance of the purchasing function.
 - 3.3 Describe general inventory control procedures.
 - 3.4 Produce forecasts, staff schedules, and analyze actual labour costs.
4. Identify management techniques to control current asset costs and discuss the important aspects and techniques of cash management and budgeting.
 - 4.1 Understand and apply the basic principles of budgeting.
 - 4.2 Explain why the budgeting procedure is critical to cost control.
 - 4.3 Describe how costs are used to make business decisions.
 - 4.4 Describe control objectives versus guest service objectives that conflict and how the conflicts may be resolved.
 - 4.5 Describe current methods of internal and external in theft and fraud including electronic forms, and methods to stop these.



13. Beverage Operations

Prerequisites: Accounting 1

Credits: 3

This course is a systematic approach to beverage operations with emphasis on management and operational controls. Students will get practical experience in preparing and serving beverages.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Identify the physical components and requirements of a beverage operation.
 - 1.1 Describe the parts of a bar, its physical requirements and factors affecting its atmosphere, image, decor and layout.
 - 1.2 Describe the equipment and tools required to run an efficient and profitable service operation.
2. Indicate knowledge of beverage preparation and service.
 - 2.1 Prepare and serve the different kinds of beers, wines, spirits, mixed drinks and garnishes and juices commonly dispensed in bars.
 - 2.2 Describe major characteristics of alcoholic products.
 - 2.3 Describe major characteristics of important non-alcoholic beverages.
 - 2.4 Discuss beverage products (beer, wine, and spirits) and how they relate to food.
 - 2.5 Demonstrate wine knowledge in terms of types, styles, grape varieties and important production regions.
3. Describe the managerial controls of a beverage operation.
 - 3.1 Describe the principles and procedures involved in purchasing, receiving, storing and issuing alcoholic beverages.
 - 3.2 Describe how to price beverages, prepare budgets, implement proper controls and track the performance of beverage service operations.
4. Report on the regulatory bodies and statutes pertinent to beverage service operations.
 - 4.1 Describe the principles of responsible beverage service.
 - 4.2 Complete serve it right – licensee certification.
5. Describe the marketing of a beverage operation.
 - 5.1 Identify key trends in marketing and merchandising (e.g. VQA designation).
 - 5.2 Describe strategies to maximize revenues.
 - 5.3 Demonstrate a clear understanding of responsible marketing.
 - 5.4 Discuss restrictions on advertising.
 - 5.5 Discuss strategies to legally market and sell bar beverages.



14. Food Production Principles

Prerequisites: none

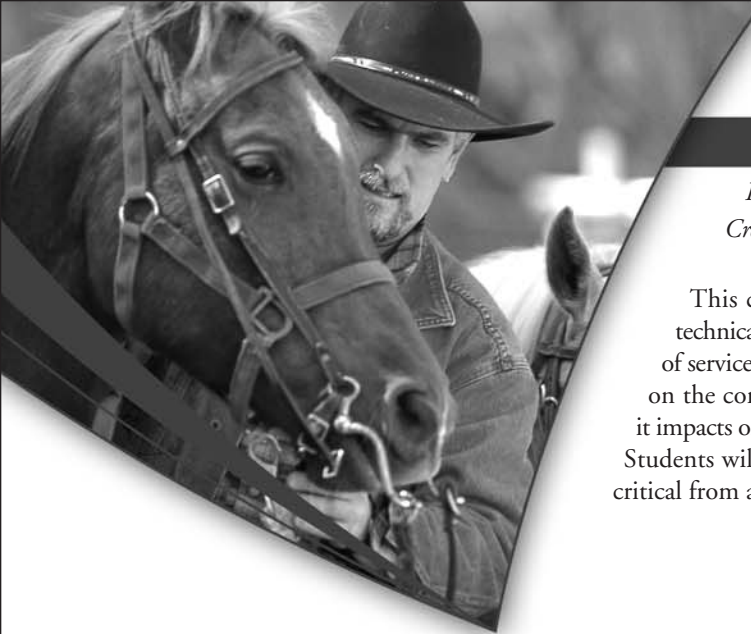
Credits: 3

This course will provide a basic knowledge of food production principles. Topics include terminology, use of equipment, recipe and measurement analysis, cooking terms and concepts, safe food handling and storage procedures. The provincial Foodsafe I certificate is offered. The course is designed to broaden and deepen students' knowledge and skill with a hands-on experience. It introduces students to both the theoretical and practical basis of food preparation systems. They will acquire the basic skills of food preparation-classifying and preparing soups, stocks, vegetables, pastas, grains, sauces, fish and shellfish, meat, poultry, and dairy products.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Communicate as professionals in the food service industry using proper food related terminology.
 - 1.1 Formulate, read and utilize standard recipes.
 - 1.2 Demonstrate an awareness of the aesthetic factors in food preparation and service and an understanding of colour, form, arrangement and design.
 - 1.3 Describe the sources and functions of the major nutrients and plan menus based on nutritional considerations.
2. Execute the basic techniques of food preparation to the standard of a commercial food service operation.
 - 2.1 Demonstrate the safe use of tools and kitchen equipment.
 - 2.2 Identify the name and use of equipment and smallwares.
 - 2.3 Demonstrate cooking principles and proper food preparation techniques for protein foods, sauces, pasta, vegetables, desserts and yeast and quick breads.
 - 2.4 Demonstrate principles and procedures for meat, fish, poultry, pastries, pasta, flour mixtures and salad preparation.
3. Successfully complete recognized Food Safe course.
4. Administer the fundamentals of cost control in purchasing, receiving, storing and issuing in a commercial food service operation.
 - 4.1 Calculate yield, raw food costs and edible portion cost and compute prices based on such information.



15. Food and Beverage Service

Prerequisites: none

Credits: 3

This course focuses on the philosophy and psychology of service as well as technical skills (or the mechanics) of service. Students will experience a combination of service theory reinforced by the actual practice of the concepts learned. Emphasis on the concept of customer relations from its broadest perspective, and the ways it impacts on the customer and on the interpersonal skills needed to manage situations. Students will understand and appreciate the areas of service that are important and critical from a management point of view.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Demonstrate to guests, in a professional manner, the interpersonal and selling skills required in a food and beverage service operation.
 - 1.1 Explain the importance of professionalism including the components of appearance, personal development, positive attitude and knowledge of the establishment.
 - 1.2 Demonstrate professionalism including appearance, positive attitude and knowledge of the establishment.
 - 1.3 Demonstrate the required communication skills, both verbal and nonverbal and appropriate listening skills.
 - 1.4 Perform service recovery skills to resolve guest complaints and concerns in all situations.
 - 1.5 Identify the importance of and demonstrate teamwork skills.
 - 1.6 Assist guests with special needs.
 - 1.7 Demonstrate good sales techniques as a key part of customer service (i.e. suggestive selling, promotions, merchandising).
2. Demonstrate the product knowledge required in a food and beverage operation.
 - 2.1 Identify types and functions of tableware.
 - 2.2 Describe menu terminology and the importance of being able to provide menu information.
 - 2.3 Describe food service knowledge; identify product information needed to describe beverage items; outline guidelines for matching food and wine; identify major types of beer; describe wine classifications; and identify categories of distilled spirits.
 - 2.4 Discuss special dietary needs (i.e. allergies).
3. Perform common service techniques and section management.
 - 3.1 Demonstrate preparation for service.
 - 3.2 Bus and set tables.
 - 3.3 Define service styles and related duties.
 - 3.4 Perform the taking and delivering of orders; perform wine service.
 - 3.5 Perform section management
 - 3.6 Perform closing duties.
4. Follow the required steps for monetary transactions.
 - 4.1 Perform required steps to process order and obtain correct guest check using point-of-sales systems.
 - 4.2 Identify and perform the steps required to handle guest payment and processing of payments including cash, credit/debit card and billing.



16. Industry Work Experience

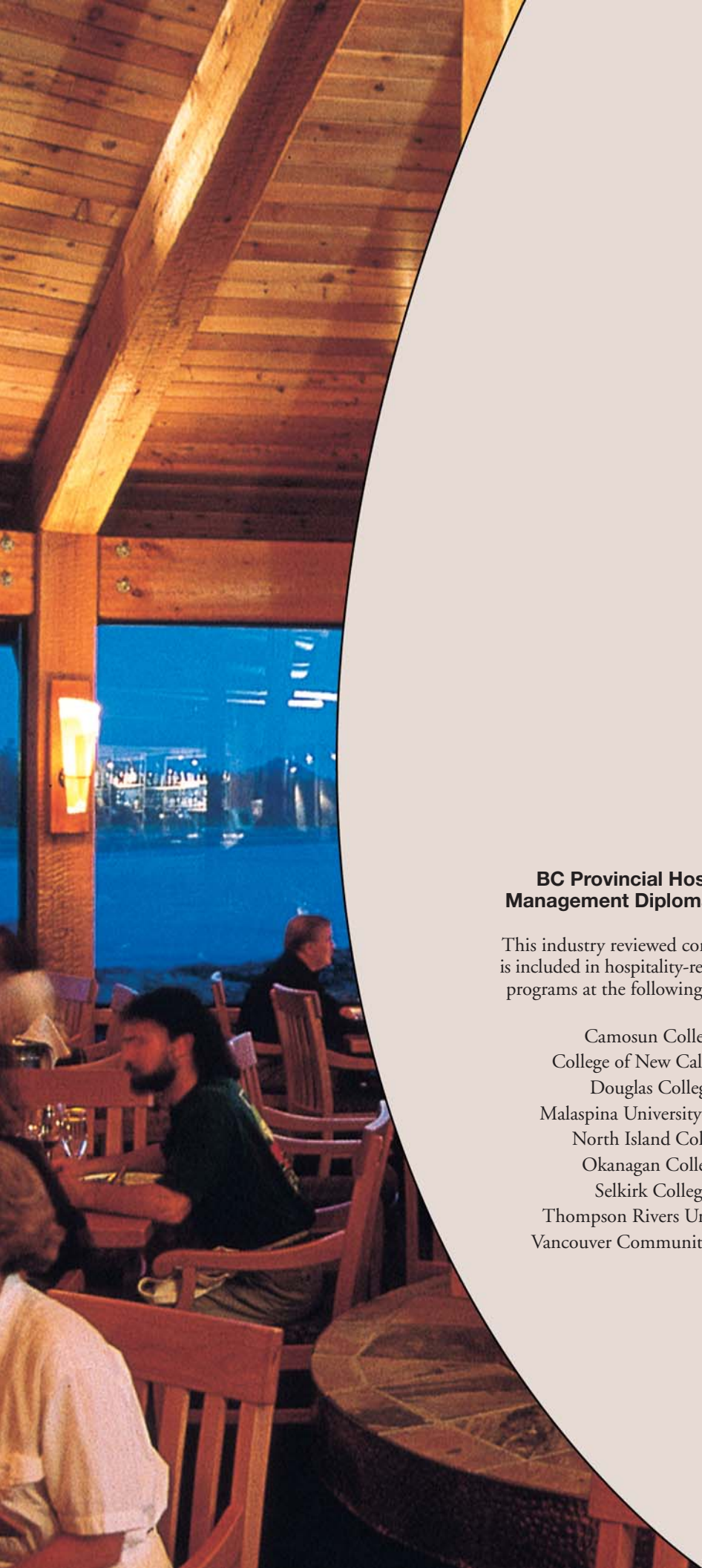
Minimum: 500 hrs

The work experience provides experiential, workplace-based learning opportunities. The experience builds employable competencies and practices the principles and skills learned during classroom study. It connects the learner with industry managers and employees, building employment linkages and establishing the foundations of an individual's employment history. An effective workplace environment supports educators in developing the student's skills which are essential to their future success.

Learning Outcomes:

Upon successful completion of this course, learners will have demonstrated the ability to:

1. Practice theories taught in the classroom and reflect on the theory and practice.
2. Acquire technical skills that may not be available through the college.
3. Observe management skills & styles and learn to manage customers in a proactive manner.
4. Gain employment experience and increase their competitive position when applying for a permanent position.
5. Gain insight into the occupation of their choice through meaningful experiences.
6. Become professionally socialized and learn behaviours typical of and appropriate to the profession.
7. Apply conceptual theory related to guest service in a practical setting.
8. Become familiar with experiences related to the process of seeking employment.
9. Develop a sense of responsibility required in the business world.
10. Establish linkages to the business and industry communities.
11. Seek an industry mentor.
12. Have the opportunity to practice the rights and responsibilities under the Ministry Of Education's Program Guide for Ministry-Authorized Work Experience courses.



BC Provincial Hospitality Management Diploma Program

This industry reviewed core curriculum
is included in hospitality-related diploma
programs at the following institutions:

- Camosun College
- College of New Caledonia
- Douglas College
- Malaspina University-College
- North Island College
- Okanagan College
- Selkirk College
- Thompson Rivers University
- Vancouver Community College

