



BC Provincial

Hospitality Management Degree Programs

Resource Handbook
First Edition
2010 - 2011



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**BC Provincial
Hospitality
Management Degree
Programs: Resource
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A project steering committee developed the process for creation of this new resource, including: Stephen Burr (Vancouver Island University), Terry Bubb (LinkBC), Sally Gibson (Vancouver Community College), Robert Oliver (Vancouver Community College), and Ted Wykes (Royal Roads University). Sally Gibson served as primary project coordinator and writer. Terry Hood served as project coordinator, and contributed to the development of the final manuscript. Morgan Westcott (LinkBC) served as copy editor and Jason Brawn (freelance imagination) provided desktop publishing, design and formatting work. The industry associations and hospitality leaders who reviewed this handbook include:

- BC Alliance of Beverage Licensees (ABLE BC)
- BC Hotel Association (BCHA)
- BC Restaurant & Foodservices Association (BCRFA)
- BC Lodgings and Campgrounds Association (BCLCA)
- Bachelor of Hospitality Management Executive Cohort, VCC

We thank these colleagues for their highly valued input and continued support of BC post-secondary tourism and hospitality education.

The British Columbia Tourism Learning System refers to the range of ladder programs now available throughout the public post-secondary system in BC, all with industry-validated core content. These programs range from tourism career preparation programs in secondary schools, through post-secondary certificates and diplomas, to bachelor degrees (including the Bachelor of Hospitality Management and the Bachelor of Tourism Management), and graduate degrees in some areas of specialization. Some private career colleges also offer equivalent programs that are accepted for transfer into public institutions.

Ordering Information

For additional copies of this handbook, a PDF version is available at no cost from the LinkBC-managed Tourism Online Resource Centre at www.bctorc.ca (keyword: handbook).

Printing Notes

When requesting multiple copies from your print shop using this PDF file, we suggest you save paper and money by asking for 1) two-sided printing, 2) coil binding, 3) colour front and back covers and 4) double-sided black & white interior pages.

Other BC Tourism Learning System Publications:

- BC Provincial Bachelor of Tourism Management Degree Program: Resource Handbook
- BC Provincial Tourism Management Diploma Program: Standardized Core Curriculum Handbook
- BC Provincial Hospitality Management Diploma Program: Standardized Core Curriculum Handbook
- BC Provincial Adventure Tourism Certificate Program: Standardized Core Curriculum Handbook

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Introduction

1. The Industry Perspective

This provincial hospitality degree handbook provides a common frame of reference to address the diverse interests and needs of prospective students, educators and employers.

For Students: This handbook identifies common themes in upper-level BC hospitality programs, provides inspirational stories from students in these programs, features samples of courses, and identifies hospitality-specific credentials, key contact information, and useful links.

For Educators: This handbook provides a framework for curriculum development and direct practice of 3rd and 4th year hospitality courses. It includes sample course outlines that may be used to align institutional curricula with commonly accepted degree themes and provincial articulation agreements, enabling students to transfer credits between programs. The handbook also positions the hospitality degree programs vis-a-vis other curricula in the BC Tourism Learning System, most notably the core curriculum for the Diploma in Hospitality Management.

Hospitality is a well-established, mature sector that often serves as an anchor for most tourism initiatives.

If, “Where will we stay?” is at the top of every traveler’s checklist, then hotels and hotel services must be one of the central focuses of hospitality curricula.

Bachelor-level degrees in hospitality management provide students with the knowledge, skills and attitudes necessary to launch a successful career in this high profile sector.

For Employers: This handbook presents the history of industry involvement in BC hospitality education, and observations from current students and recent graduates. It outlines the knowledge, skills and attitudes that degree graduates offer as potential employees (at a supervisory or management-trainee level) and identifies institutions that offer upper-level hospitality degrees. Check the interactive map at www.studyhospitalityinbc.ca for further information about hospitality management education in BC.



2. BC Hospitality Education: A Recent History

Before Expo

Before the 1986 World Exposition in Vancouver, training for those involved in the province's hospitality industry was less established than today - many see "Expo '86" as a watershed event for hospitality education in BC. Few food service training programs were offered within the fledgling BC community college system, and short-term courses were offered at smaller communities in the province, but in an uncoordinated way. During the time of



Expo, a handful of full-time programs were offered, including the Hospitality Diploma program at the British Columbia Institute of Technology (BCIT), developed with the support of the local hotel and restaurant industry. Around this time, the Hospitality Industry Education Advisory Committee (HIEAC) was developed with support from the Hotel, Restaurant & Culinary Employees and Bartenders Union. HIEAC provided a range of training opportunities for servers, bartenders and other front-line positions in a Vancouver classroom attached to their offices.

Inspired by The Quest

The BC hospitality education picture started to evolve rapidly after Anna Pollock's 1986 report, *Tourism: the Quest for Professionalism* was released. This important work was based on a 1984 BC Tourism/ Hospitality Manpower [sic] Needs Assessment, the first comprehensive look at the training requirements and skill gaps in industry. Soon after its release industry, government, and education officials began implementing the recommendations from *The Quest*. As a result, the Tourism Supervisory Development Program (TSDP) was initially offered at four BC colleges: BCIT (Burnaby), Camosun College (Victoria), Malaspina College (Nanaimo) and Capilano College (North Vancouver).

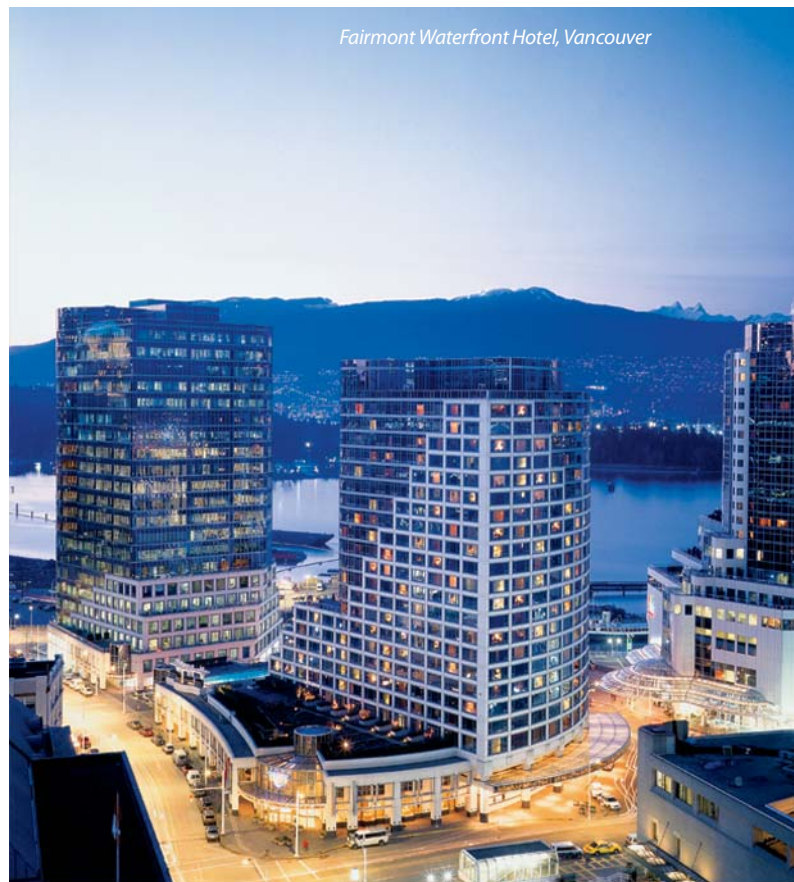
In 1988, *The Quest* was also instrumental in establishing the Pacific Rim Institute of Tourism (PRIT). PRIT worked with industry leaders, government, and educators to encourage more cooperation in the development of programs that were responsive to industry's changing needs. This drive towards collaboration heightened the importance of hospitality/tourism education to employers - in an industry that was steadily becoming a vital part of BC's economy.

BC as a National Leader

In the early 1990s, BC became national leaders with the development of *Serving It Right* and *FoodSafe*, responsible beverage service and food service sanitation programs. The success of the TSDP initiative had highlighted the need for a common core curriculum and the BC post-secondary system worked in cooperation



with industry to develop the BC Provincial Hospitality Management Diploma Standardized Core Curriculum - now in its second edition. During this decade, research also focused on the need for an international hotel school in British Columbia. This effort was facilitated by the (then) BC and Yukon Hotel Association and a number of industry partners. Request for proposals were sent to four BC universities, and the University of Victoria responded by creating a Bachelor of Commerce program with a hospitality service management focus.



Fairmont Waterfront Hotel, Vancouver

Recruit, Retain & Train

In 2003, faced with a looming shortage of skilled labour, 28 CEOs, general managers, human resource directors, industry association leaders and tourism and hospitality educators formed a provincial tourism human resources task force. This resulted in the report entitled Recruit, Retain & Train: Developing a Super, Natural Tourism Workforce in British Columbia, leading to the closure of HIEAC and the creation of go2 - a human resource industry association mandated to respond to labour market issues. Shortly after the creation of go2, the Ministry of Advanced Education funded the creation of the BC Centres for Tourism and Hospitality Leadership and Innovation, networks of tourism and hospitality programs across the province. In 2008, these two centres merged and are now known as LinkBC: the tourism & hospitality education network. LinkBC works with go2 in supporting a greater awareness of industry needs and the availability of emerit resources (based on national occupational standards) that are intended to complement BC hospitality curriculum.



Hospitality Apprenticeships

In 2007, go2 created Propel to serve as industry's training organization (ITO). Propel coordinates apprenticeship programs for cooks, bakers and meat cutters, a few of the central professions in the hospitality industry. Propel engages industry in the development of apprenticeships in order to define required job skills, set training and occupational standards, and measure training results. At the same time, Propel encourages industry to interface with public, private and K-12 training providers. There are still many pieces of the puzzle to explore, but there are more connections between these organizations and education providers than ever before. The hospitality and tourism industry in British Columbia continues to grow and will require the knowledge, skills and attitudes that underpin sophisticated management and savvy business acumen. Three institutions - Vancouver Community College, Royal Roads University and Vancouver Island University - are building upon the success of the hospitality diploma program, and are now providing upper-level learning through their hospitality degree programs.

Common Standards

In many countries around the world, including Canada, the American Hotel & Lodging Association (AHLA) is a well-recognized curriculum provider. With the advent of the Canadian Tourism Human Resource Council (CTHRC) and the development of a national model of competency-based standards, a steady move to complement, and in some cases replace, AHLA resources began. A number of industry certification models, including Certified Food and Beverage Manager, are now offered in collaboration with the national industry association and the CTHRC. Another sign that hospitality education is becoming more established, the CTHRC and the Association of Canadian Community Colleges Tourism Affinity Group recently endorsed a long-term strategy to build stronger connections between industry and academic credentials.



A Brief History of Hospitality & Education in BC

1858: BC becomes a province  1913: Royal Commission on Education · 1914: WW I · 1915: University of BC 

 1916: Workers Compensation Board  1917: BC Hotel Association · 1919: Technical Training Education Act

1939: WW II  1963: University of Victoria · 1965: Simon Fraser University  1965: Vancouver Community College 

1966: Okanagan College  1966: Selkirk College · 1967: Native Education College



The hospitality industry is a **3.5 trillion dollar** service sector within the global economy. It is an umbrella term for a broad variety of service industries including, but not limited to, **hotels, food service, casinos, and tourism.** The hospitality industry is **diverse and global.** The industry is cyclical; is dictated by the fluctuations that occur within economies every year.

This handbook, cooperatively developed by partners in the LinkBC network, is an example of how far hospitality education has come in BC in a relatively short period of time. Graduates of these degrees will not only shape the future of BC's hospitality industry, they will also help to write the next chapter in this dynamic field of study!



Canada Place & the Vancouver Convention Centre

Thoughts from the Leaders

“ Education is of increased importance to senior level management. Evolving markets demand a greater understanding of business strategy, ROI, revenue management and information technology - and it's reassuring to know there are so many opportunities for students to graduate from innovative hospitality and tourism programs offered throughout BC's colleges and universities. ”

Ken Cretney, General Manager,
Vancouver Convention & Exhibition Centre

1968: Capilano College (Now Capilano University)



1969: Malaspina -College · 1969: College of New Caledonia

1970: Douglas College · 1970: Cariboo Community College (now Thompson Rivers University) 1971:



Camosun College · 1974: University College of the Fraser Valley (now University of the Fraser Valley) 1974: North Island



1975: British Columbia Institute of Technology 1975:



Northwest Community College · 1975:

Northern Lights College · 1977: College Institute Act · 1986: Tourism - The Quest for Professionalism

3. BC Hospitality Education Honour Roll

While working on the development of this provincial handbook, project participants remembered those who paved the way to the enviable situation we have today: where post-secondary institutions collaborate with one another, and with industry leaders, to ensure quality education and training for BC's hospitality industry is available. Whether hospitality management students are just exiting high school, or already well entrenched in industry, these programs lead the way to a most hospitable future!

Those listed in our honour roll have demonstrated a lifetime commitment to BC hospitality education. We acknowledge their efforts and invite you to bring forward the names of other champions - so that we might include their names in future editions of the BC Hospitality Education Honour Roll (info@linkbc.ca).

Michael Coltman

Michael Coltman was a respected author, educator and consultant, and pioneer hospitality educator. He served as Department Head for Hospitality & Tourism at BCIT from 1963 to 1987. Mr. Coltman authored books on hospitality management accounting, purchasing and financial controls for food services. Mr. Coltman is honoured for his educational leadership and remarkable publishing career.

Jean Dan

For being at the helm of the Hospitality Industry Education Advisory Council for many years and for raising the profile of training for the sector, Jean is honoured for her tireless efforts in bringing together industry, education, labour and government.

Rick Lemon

For his tireless support of industry human resource development and education, and for his role in creating the internationally recognized SuperHost program, Rick is honoured for his career-long achievements as a senior administrator at Tourism British Columbia. Rick's colleagues are most appreciative of the innumerable ways that he supported hospitality and tourism education.

Joan Mason

In the late '80s and early '90s, Joan worked tirelessly to set the stage for government support and encouragement of colleges working together to develop core curriculum. Joan passed the torch to Geoff Bird who, while at the Ministry of Advanced Education, coordinated the development of the first provincial hospitality management core curriculum.

“ Never doubt that a small group of thoughtful committed citizens can change the world; indeed it's the only thing that ever has. ”

Margaret Mead

Anna Pollock

A popular keynote speaker and futurist, Anna Pollock is renowned for her vision of sustainable tourism. Her ahead-of-its-time blueprint for a more effective tourism and hospitality education system was first set out in the milestone strategic plan, Tourism: the Quest for Professionalism (1986). Anna is honoured for her vision, leadership and ongoing support of hospitality education.

Tony Wood

A lifelong advocate for hospitality education, Tony Wood was the force who, along with industry partners, directed HIEAC towards a new direction when establishing the Serving It Right program. Tony is honoured for his work as an educator, for setting the cornerstone for responsible beverage service, and for always being a cheerful, consummate hospitality professional.

1986: FoodSafe · 1986: SuperHost  1986: EXPO · 1988: Pacific Rim Institute of Tourism · 1990: Serving It Right
· 1994: BC Hospitality Diploma Program · University of Victoria B.Com (service mgt.)  1995: Royal Roads
University · 1996: BC Council on Admissions and Transfer  · 2002: go2 · 2004: BC Centre for Hospitality Leadership
& Innovation · 2005: Bachelor of Hospitality Management at VCC · 2006: Bachelor of International Hotel Management
at RRU · 2008: LinkBC  2008: Campus 2020 policies · 2008: Bachelor of Hospitality Management - VIU 

4. BC Hospitality Management Degree Programs

Students can focus on hospitality management in a number of credentials including, but not limited to, the following types of degrees:

- Bachelor of Hospitality Management (BHM)
- Bachelor of Arts in International Hotel Management (BAIHM)
- Bachelor of Commerce, Hospitality and Services Management (BCom)

This handbook outlines the common themes within BC hospitality degrees that focus on upper-level hotel and restaurant management. Students in these programs are expected to have the equivalent of a BC core curriculum hospitality management diploma as a pre-requisite.

Years 1 & 2

Core Courses (15)
+
Optional Electives
(min 15 credits)

= Hospitality Diploma

Hospitality Employment

Years 3 & 4

Hospitality Management
Degree

4a. Program Learning Principles

Hospitality degree programs engage students in curricula focused on life and career development, a smooth school-to-work transition, industry cultures and networks, and on global issues that pertain to the industry. These programs are underpinned by cumulative work experience - internships, co-ops, and practicum placements that enable students to apply the knowledge, skills and attitudes, expected of skilled workers.

Students are exposed to a wide variety of industry-sponsored activities including professional association conferences & conventions, special events, community celebrations, case study competitions, recruitment fairs, interview networks and other career-focused events.

Underpinning this student-centred, industry-specific education is the notion of acculturating students to life-long careers in the hospitality and tourism sectors. A strong focus on career preparation in these degrees intensifies student learning and eases their transition from the learning environment to the workplace.

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

Degree Holders are also able to transfer into a number of graduate-level programs”

Thoughts from the Leaders

“ Today, there is nothing more important to the hospitality profession than recruiting individuals who possess solid experience and an equally strong education. Employees can survive with one or the other but it is that magical combination that provides the ingredients to transform a worker into a manager, and a manager into a leader.

After 30 years of working my way up in hotel management, I recently graduated with a Bachelor of Hospitality Management from Vancouver Community College's Executive Cohort program. Not only did my completion of that degree catch the attention of my employer, winning me a much sought after promotion, it also provided me with new-found confidence in day-to-day interactions, inspiring others to take the steps to better educate themselves.

All of this helps my employer realize financial success and the goal of achieving their People & Culture goal.”

Linda Hagen, General Manager,
Coast Plaza Hotel & Suites

Coast Plaza Hotel & Suites,
Vancouver



Historic Hume Hotel, Nelson

Engaged Learning

When instructors met to identify the common themes in the curricula, one thing that became apparent was the notion of how engaged our students are in their learning and in the hospitality industry. Meaningful engagement includes five pillars: active learning, research, internships, content mastery and technology. Students graduating from hospitality degree programs are prepared to immerse themselves in life-career activities that will shape the future of our industry which makes the role of educators very rewarding. Engaged learning is underscored by the strength of the industry/education partnerships. These partnerships must be continually strengthened by ongoing dialogue and discussions and by engagement in projects of mutual interest.

Sample Instructional Practices

- **Engaged Learners:** Students are actively engaged in their studies, their work and their community.
- **Connections with Industry:** Meaningful partnerships are built and maintained through mutual respect.
- **Influence on Communities:** Educators and students are connected to and engaged in their communities of practice.



Vancouver Island Convention Centre, Nanaimo

4b. Program Themes

The hospitality management degree team has identified a set of common themes in the content delivered by institutions throughout British Columbia (a similar approach to the BC Bachelor of Tourism Management handbook). These themes can also be found in hospitality curricula in other provinces and countries. Course names and content may vary, but the program outcomes within these eight themes remain constant:

1. *Hospitality Business Management*
2. *Consumer Behaviour in the Hospitality Industry*
3. *Hospitality Business Ethics*
4. *Hospitality Risk Management*
5. *Industry Planning and Community Engagement*
6. *Current Issues in Hospitality*
7. *Research Methods*
8. *Hospitality Career Preparation and Development*

These themes provide hospitality degree programs with anchoring threads that ensure key upper-level concepts and issues are covered and graduates have a similar base of knowledge and experience upon graduation. However, they allow for individual institutions to offer a rich and varied selection of courses to align with local industry needs, institutional mandates, instructor expertise, and student interests. These themes also provide the program stability required to meet mobility and access criteria set out by the British Columbia Council for Admissions & Transfer (BCCAT). At the same time, the elasticity of each theme supports institutional autonomy and degree specializations.

Vancouver Island University Students take a study break



The following section describes each theme in more detail.

1. Hospitality Business Management

Course work within this theme enables students to develop the knowledge, skills and attitudes to plan, organize, and guide employees and implement organizational systems that enhance and/or support organizational goals. This includes effective personal, personnel, and business management practices required to realize a good return on both operational and human resource investments. Content is delivered through courses on organizational leadership, human resource management, labour relations management, strategic planning in hospitality operations, financial management, revenue and yield management, business planning, and entrepreneurship.



Royal Roads University Students on a field trip in Dubai

2. Hospitality Consumer Behaviour

The theme of hospitality consumer behaviour underpins organizational responsiveness, productivity and profit. Hospitality consumer behaviour is centered on both the marketing and branding of hospitality enterprises. Students completing course work within this theme will be able to anticipate and act upon the behaviours, characteristics, needs and expectations of diverse customers and markets. Courses that support this theme might include advanced sales skills, marketing management, brand management, management information systems, hospitality and tourism trends, and niche markets.

3. Business Ethics

The business ethics theme, within the context of the hospitality industry, brings forward issues and challenges that management personnel must resolve in the day-to-day operation of complex workplaces and organizational cultures. Students completing course work within this theme will explore ethical issues that are broad in nature, and often global. Students will analyze ethical dilemmas and issues that develop their knowledge, skills and attitudes, enabling them to determine appropriate courses of action when faced with sometimes uncertain and perplexing situations in culturally diverse workplaces.

4. Hospitality Risk Management

From pandemics to the replacement of elevators, the theme of hospitality risk management anticipates the need for organizations to minimize risk factors while maximizing profit. Course work within this theme might include facilities management, management information systems, policy development and strategic planning. Advanced-level studies in crisis preparation and security systems are also often covered. Students completing course work within this theme will be able to assess the adequacy of processes and systems that contribute to the effective management of people and property.

5. Industry Planning and Community Engagement

This theme focuses on the need for hospitality managers to connect effectively to the industry and understand the planning processes within their host communities. Course work within this

theme might include policy and planning, community capacity building, leisure management, volunteerism, service learning and systems theory. Students completing course work within this theme will realize the impact of industry networking and

community-building strategies. They will discover how connections with the community, within both local and international settings, are centered on models of social justice and mutual respect, and have a profound impact on personal and career development.

6. Current Issues in Hospitality

The impact of current industry, national and world affairs on daily hospitality operations are examined within this theme. A variety of courses at the degree level cover issues of varying breadth and

depth of risk, impact and concern. Typical examples include: impacts of hosting a major global event, economic cycles and their effect on accommodation or food & beverage operations, security and border

crossing rules and regulations, fear of terrorism, currency exchange fluctuations, and sustainability concerns such as carbon neutral initiatives, and the impact of fish farming in coastal British Columbia. Students completing course work in this theme will develop analytical skills by grappling with current issues, and will appreciate how these developments might impact the hospitality industry. They will also develop an appreciation of why it is critical that good managers always make a point of being “in the know”.

7. Research Methods

Good data allows for good decisions to be made. The understanding of qualitative and quantitative research strategies is essential to effective hospitality management. Course work within this theme explores the effectiveness of basic research tools including interviews, focus groups, and surveys enabling students to understand markets, market segments, product development and other aspects of the hospitality industry. Students completing course work in this theme will be adept at sourcing the data that underpins informed decision making, problem solving and strategic planning. The development of research skills at this level are an essential workplace skill that also prepares students for advanced educational studies.

8. Hospitality Career Preparation and Development

Career preparation course work and strategies are threaded throughout hospitality degree programs. Students completing a degree in hospitality management accumulate work experience that includes up to 500 hours of paid employment. Alternatively, some students may acquire work experience through co-operative work placements and/or internships. Ideals embraced within this theme include preparing students for the school-to-work transition, the notion of applied theory, the importance of networking with their peers and mentors, ongoing professional development, career-life management and other strategies that support the development of well-rounded practitioners. Course work completed within this theme might include independent study projects, case studies and/or industry sponsored projects that enhance learning and connections to future employers.



VCC Students at Marriott



Melissa Townsend, VIU Graduate

4c. Curricula Matrix: Core Themes at Work

The matrix below shows how common hospitality management themes are integrated into the three degree programs. The matrix also helps to illustrate the unique “flavour” of the individual degrees.

Themes	Royal Roads University	Vancouver Community College	Vancouver Island University
Hospitality Business Management	<ul style="list-style-type: none"> • International Hotel Management • Revenue & Yield Management • Triple Bottom Line Management for The Hotel Industry • Strategic Business Management 	<ul style="list-style-type: none"> • Financial Management • Labour Relations • Revenue & Yield Management • Strategic Planning 	<ul style="list-style-type: none"> • Advanced Resort Management • Conference & Event Management • Hospitality Entrepreneurship • Strategic Revenue Management
Consumer Behaviour in the Hospitality Industry	<ul style="list-style-type: none"> • Service Marketing for Tourism 	<ul style="list-style-type: none"> • Advanced Sales & Management • Brand Management 	<ul style="list-style-type: none"> • Consumer Behaviour in Recreation and Tourism
Hospitality Business Ethics	<ul style="list-style-type: none"> • Multicultural Management and Communications 	<ul style="list-style-type: none"> • Business Ethics • Organizational Leadership 	<ul style="list-style-type: none"> • Managing in Multicultural Environments • Organizational Leadership
Hospitality Risk Management	<ul style="list-style-type: none"> • Hospitality Risk Management • Information Technology for Hotel Management 	<ul style="list-style-type: none"> • Facilities Management • Hospitality Risk Management • Management Information Systems 	<ul style="list-style-type: none"> • Hospitality Risk Management
Industry Planning & Community Engagement	<ul style="list-style-type: none"> • Hospitality Entrepreneurship • Strategic Management in the Hospitality and Tourism Industry 	<ul style="list-style-type: none"> • Strategic Planning 	<ul style="list-style-type: none"> • Community Development • Hospitality Policy and Planning • Hospitality Entrepreneurship
Current Issues in Hospitality	<ul style="list-style-type: none"> • Leading Edge Hospitality • Managing Tourism Operations 	<ul style="list-style-type: none"> • Business Ethics • Issues in Tourism in Canada • Human Resource Issues 	<ul style="list-style-type: none"> • Graduating Seminar, Organizational Leadership: Advanced Resort Management
Research Methods	<ul style="list-style-type: none"> • Industry Analysis 	<ul style="list-style-type: none"> • Applied Research 	<ul style="list-style-type: none"> • Applied Research Methods • Statistical Methods
Hospitality Career Preparation & Development	<ul style="list-style-type: none"> • International Work Term • International Hospitality Internship 	<ul style="list-style-type: none"> • Independent Study Project • Internship 	<ul style="list-style-type: none"> • Co-operative Placement • Internship Placement • Graduating Seminar

See Appendix A for sample course outlines that illustrate how the core themes are covered.

4d. Program Goals

A program goal is a statement of intent covering either a program in its entirety or a series of courses in a program comprising a major concentration. Program goals define the knowledge, skills and attitudes students master during the course of their studies. Upon successful completion of a hospitality program, graduates should be able to demonstrate the knowledge, skills and attitudes contained in the program goals.

The following program goals were sourced and adapted from Royal Roads University hospitality degree programs and reflect similar goals at fellow institutions.

1. Communicate Effectively

- Use high quality written materials, using both narrative and graphic representations
- Regularly participate in class discussions and contribute to the learning of others
- Make effective presentations to a variety of audiences
- Demonstrate effective listening techniques
- Utilize appropriate “netiquette” skills when communicating via the internet



2. Demonstrate Knowledge of Effective Hospitality Management

- Apply accounting and financial knowledge
- Apply marketing skills to effectively promote a hospitality business
- Demonstrate risk management, and health and safety practices
- Apply computer skills and technological awareness
- Describe entrepreneurship and business decision making models
- Demonstrate computer skills and technological awareness
- Demonstrate effective techniques for event and conference planning
- Analyze current trends in hospitality
- Develop appropriate strategic plans for a hospitality enterprise
- Assess legal issues affecting human resources management
- Demonstrate an understanding of other businesses operating within the broader tourism context and their impact upon hospitality enterprises
- Create a menu concept that demonstrates effective food and beverage costing for a restaurant operation

3. Work Effectively with Others

- Demonstrate success in team processes
- Apply human resources and leadership knowledge to contribute to effective hospitality operations
- Demonstrate awareness of customer service excellence theories and techniques
- Ensure a high degree of customer satisfaction by providing hospitality services in a professional manner
- Describe and demonstrate effective techniques for working in multicultural environments
- Demonstrate effective negotiation and conflict resolution skills when working with others

4. Thinking and Problem Solving

- Select and use information and data to critically assess a situation or problem and identify possible actions
- Creatively analyze and interpret case study scenarios and recommend solutions
- Analyze governmental regulations for the hospitality and tourism industries and interpret their effects on a variety of stakeholders

5. Demonstrate Global and Sustainability Awareness

- Analyze and summarize issues facing hospitality managers in different areas of the world
- Describe the principal values that affect global sustainability
- Assess the potential impact of hospitality operations on the environment and how it may be lessened or eliminated
- Demonstrate application of triple-bottom-line management techniques within a hospitality enterprise

Thoughts from the Leaders

“ One thing that has stuck with me over my many years of leadership is the value of a degree as a price of entry into leadership. A Hospitality Management degree is not only a symbol of success; it is a measure of one's commitment to self-development. ”

Mark Andrew,
General Manager & Regional Vice President, Pacific Northwest, Fairmont Hotels

Fairmont Vancouver Airport Hotel



5. BC Hospitality Management Degree-Granting Institutions



Royal Road University, Victoria, BC
www.royalroads.ca

Bachelor of International Hotel Management Program

Royal Roads University specializes in innovative education for people who want to advance in the workplace. RRU's applied and professional programs are developed in collaboration with industry experts and are taught by leading practitioners - ensuring current and immediately applicable knowledge and skills. Learners are able to manage their education while maintaining work and family life thanks to RRU's unique learning model that combines convenient web-based learning with short on-campus residencies in Victoria, BC. For those who wish to quickly complete an undergraduate degree, RRU has an intensive on-campus model that combines years three and four of a Bachelor's degree into a 12 month program.



Vancouver Community College, Vancouver, BC
www.vcc.ca

Bachelor of Hospitality Management Program

Vancouver Community College is everywhere - from hospitals and hotels, to resorts and restaurants. VCC is BC's oldest community college. For more than 40 years the college has worked in diverse communities to help people gain the knowledge, skills and attitudes they need to make a difference in the world. VCC's Bachelor of Hospitality Management degree was launched in January 2005 and has since graduated over 100 degree students who have secured meaningful work in a variety of venues: hotels, restaurants, small businesses, franchised operations and convention facilities.



Thoughts from the Leaders

“ Ours is an industry that will eagerly accept willing recruits with an outgoing personality and the right attitude, but is hesitant to promote these same people if they do not have an appropriate educational background. I believe the days of becoming a hotel general manager without first completing a degree program is quickly coming to an end. ”

Jim Mockford
General Manager, Listel Hotel



Vancouver Island University, Nanaimo BC
www.viu.ca

Bachelor of Hospitality Management Program

Known as a centre of excellence for teaching, applied research and learning, Vancouver Island University (VIU) is producing quality graduates that are in demand by employers across the country and around the world. With roots that date back to 1936 when Nanaimo's first vocational training school opened its doors, VIU shares a rich history and connectedness with its communities. VIU operates four campuses including a main campus in Nanaimo and regional campuses in Duncan, Powell River and Parksville-Qualicum. With extensive culinary arts, tourism management, and hospitality management programs, VIU prepares hundreds of graduates for British Columbia's tourism and hospitality sectors each year.

Thoughts from the Leaders

“*Tourism and hospitality degrees are door openers - openers that provide the most satisfying of careers, the most rewarding of experiences and the most demanding of expectations; simply put - those who lead our future will be seen as the best in the world.*”

Rick Antonson,
President and CEO,
Tourism Vancouver

Panorama Mountain
Village, Invermere

6. Other BC Hospitality-Related Degrees

This handbook outlines the common elements of BC Hospitality Management Degrees offered at RRU, VCC and VIU, while a fourth program at the University of Victoria (UVic) takes a different, but complementary approach, to degree-level hospitality education:

The Bachelor of Commerce at University of Victoria is a transfer option from UVic's 2+2 program, and partner institutions in BC and Alberta. The Hospitality/Service Management specialization builds on the knowledge students bring from industry and other college/university diploma programs. It provides the management and leadership skills necessary to lead teams in the hospitality and tourism industry. The theory, practical exercises, fieldtrips and guest speakers make for an active learning experience and embed skills used every day in a hospitality career.

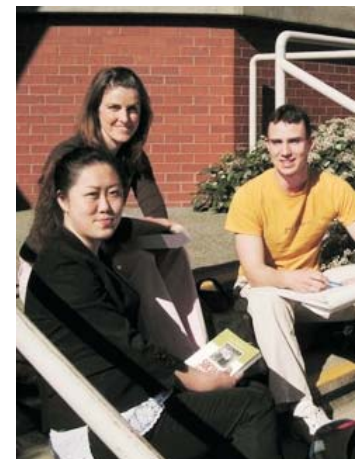
Whether studying at UVic for the whole four years, or transferring from another institution, graduates leave with a well-recognized degree and work experience, thanks to a mandatory co-op program.

Other Related Degrees

Colleagues at these schools share curriculum development and instructional best practice ideas with other tourism-based degree programs within the BC Tourism Learning System. These include the Bachelor of Tourism Management Degree offered through Capilano University (North Vancouver), Thompson Rivers University (Kamloops), and Vancouver Island University (Nanaimo), the Bachelor of Arts in Nature-Based Tourism Management at the University of Northern British Columbia (UNBC, Prince George), and the B.Sc. degree in Natural Resources Management (Major in Outdoor Recreation and Conservation), also offered at UNBC.



**University
of Victoria**
UVicBusiness



7. Today's Hospitality Students and Graduates - Tomorrow's Leaders

Bachelor degrees specializing in hospitality are a relatively new offering in British Columbia, and yet students from these programs are already leaving their mark on the industry. Here are a few stories from students and recent graduates in varying stages of their education and career path journeys - we hope you are inspired by their career progress, and the role their degree education has played in their successes.

Royal Roads University

Royal Roads offers a Bachelor of International Hotel Management (IHM) Degree; the inaugural class graduated in spring of 2007. The following profiles are of recent Royal Roads IHM graduates now working in the field:

Ben Gregoire (Class of 2008)

Ben made the decision to study at Royal Roads in the final year of the BCIT tourism marketing management diploma program, and was attracted to the intensive nature of the program (covering two year's work in one year's time). "On the one hand, I was tired of school and wanted to be in the workforce, but I also knew that a degree would open so many doors for me in the future." Ben also chose Royal Roads because the program offered international internship opportunities, which meshed well with his desire to travel and work abroad. His experiences in the program led to a position at the Sheraton Nanjing (China) as Guest Relations Officer.



"The entire program at Royal Roads gave me the skills to have a successful career in the hotel industry," he explains. "If I were to point to a specific aspect of the program it would be the diversity of the learning environment: students from many different

countries with different cultures working together. At first I found it challenging to complete projects because of the language and cultural barriers. As the year progressed, my understanding of cultures, especially the Chinese culture, progressed immensely. Now that I am working in China I have been able to use those experiences."

Rob Anderson (Class of 2007)

In 2004, Rob was a young professional managing a high-volume casual restaurant, ready for the next step in his career. He chose the International Hotel Management program at RRU for a number of reasons. "There are not many professions that allow you to have a great lifestyle, and to get paid to see the world," says Rob, "and a degree in International Hotel Management sounded like a great place to start." Location also played a factor in his decision: "studying hospitality in Victoria was appealing - there are not many cities in North America that have hospitality figured out the way that Victoria does!"

Rob credits a course in Multicultural Management with helping him during his internship and subsequent employment at the Aleenta Resort and Spa in Huahin (Thailand) as the Executive Assistant Manager. He also found accounting, revenue management, and marketing courses beneficial, particularly because these were taught by industry professionals and were specific to hospitality.

Having returned to Canada, Rob currently works as Afternoon Tea Manager at the Fairmont Empress Hotel, where no two days are the same. "As Afternoon Tea at the Empress is so well known, I spend lots of time dealing with media, handling reservations, and VIP requests. During service I am on the floor talking to each and every guest ... up to 600 people some days! I also oversee operations and ensure a smooth day for the team." Rob enjoys his work with Fairmont and looks forward to a long career with the organization: "I know that I will end up back overseas in the near future, as that's my area of expertise. My goal is to become a General Manager of a Fairmont property in the next six years, and with hard work and determination I think I can achieve my goal. As long as I am learning everyday and having fun, I will continue to work in this great industry."



Vancouver Community College

VCC's Bachelor of Hospitality Management Degree Program was the first of its kind to be offered in British Columbia. Graduates receive experience and education within the context of a high-end, large, urban hotel industry. Two VCC graduates shared their experiences since completing the program.

Varun Malik (Class of 2006)

Varun has worked for Shangri-La Hotels and Resorts at their Dubai property since graduation and was part of the hotel's opening team at their new signature hotel in Vancouver in 2009. He credits his time at VCC for his success in the workplace. Some of the courses Varun found most valuable were Financial Accounting and Business Ethics in the Hospitality Industry, "because at times we get so caught up in our bottom lines and revenue-related figures that we sometimes don't think about ethics and what is morally correct," adding that these two courses allowed him to see the big picture from both perspectives. Also important were "the experiences shared by the professors who had been in the industry for years - we learned from their stories and tips," information Varun draws from on a regular basis.

Varun says that not a thing was missing from his educational experience at VCC: "the faculty did an excellent job in gearing us up for the real world in such a way that we could immediately put all our theory into practice." And his passion for the hospitality industry burns brighter every day: "I love my work! Every day we try our best to deliver the guests' unspoken desires and help them

make lasting memories - I couldn't see myself doing anything else."

Theresa Lange (Class of 2006)

Theresa had worked in a number of positions in the hotel industry when she was attracted to the range of courses offered in the degree program at VCC. "The courses, and the variety of courses offered, were of great value," she says. "Sales courses, computer training, and the internship component stand out in my mind. Even though I was already working at the Fairmont Hotel Vancouver, these courses and the internship opportunity allowed me to broaden my horizons as a tour agent over the summer."

During her time at VCC, Theresa "could tell that the instructors really cared about each individual and their success." Just one week after graduating with her degree, Theresa boarded a plane for Germany and the Fairmont Raffles and Swisshotel, where she worked as a Global Sales Coordinator. After two years overseas, Theresa has returned to seek the perfect hotel sales opportunity in Vancouver. "Hotel sales are where I want to be, definitely," she asserts. "I enjoy the challenges, meeting goals, connecting with people, selling to their needs and their wants, and most of all developing long-term relationships with clients as their primary source of contact at the hotel." With years of industry experience and her BHM degree, Theresa is poised for success in Vancouver's competitive hotel sector.

Downtown Vancouver skyline featuring the Shangri-La Hotel (tallest building)



Vancouver Island University

The Bachelor of Hospitality Management Degree is a new edition to the curriculum offered at Vancouver Island University, joining the successful Bachelor of Tourism Management Degree as part of their offerings in the community. The first cohort of the program will graduate in spring 2010.

Shannon Callanan (Class of 2010)

Shannon chose to study at VIU program because she feels “the hospitality program at VIU rivals the best in the world.” Drawn to this unique program in a scenic environment, Shannon is now experiencing hands-on and applied methods, encouragement and support from professors, networking opportunities, and the chance to build “long lasting relationships throughout the industry” as she works to complete her degree. Why hospitality? Shannon explains that “the people and events involved in the hospitality industry are always in a constant state of change; nothing seems to remain static. This is what makes it so exciting. Every day is something new that requires a different one of your skills to come in to play. If you are looking to engage in networking and building long-lasting relationship throughout the industry, enjoy travel, and looking for something to challenge yourself, the hospitality industry is your best bet.”

Teresa Leon (Class of 2010)

Teresa is a third year student in the Hospitality Management Degree. Having already completed the tourism management diploma program, Teresa chose to continue with a hospitality management degree to provide her with a strong academic foundation in her field of choice, and to access new and more

exciting career opportunities than otherwise available. During her time in the diploma program at VIU, Teresa felt motivated and supported in her efforts at a school where “the quality of the instructors is excellent, the learning atmosphere vibrant, and the educational resources plentiful, and - on top of all that, the campus setting is very welcoming and beautiful.”



Teresa continues to feel strong support as she continues with the degree program, and is confident that her time at VIU will allow her to be “better prepared and qualified to succeed intellectually and financially in an increasingly competitive job market.”

The beautiful setting of seaside Nanaimo.



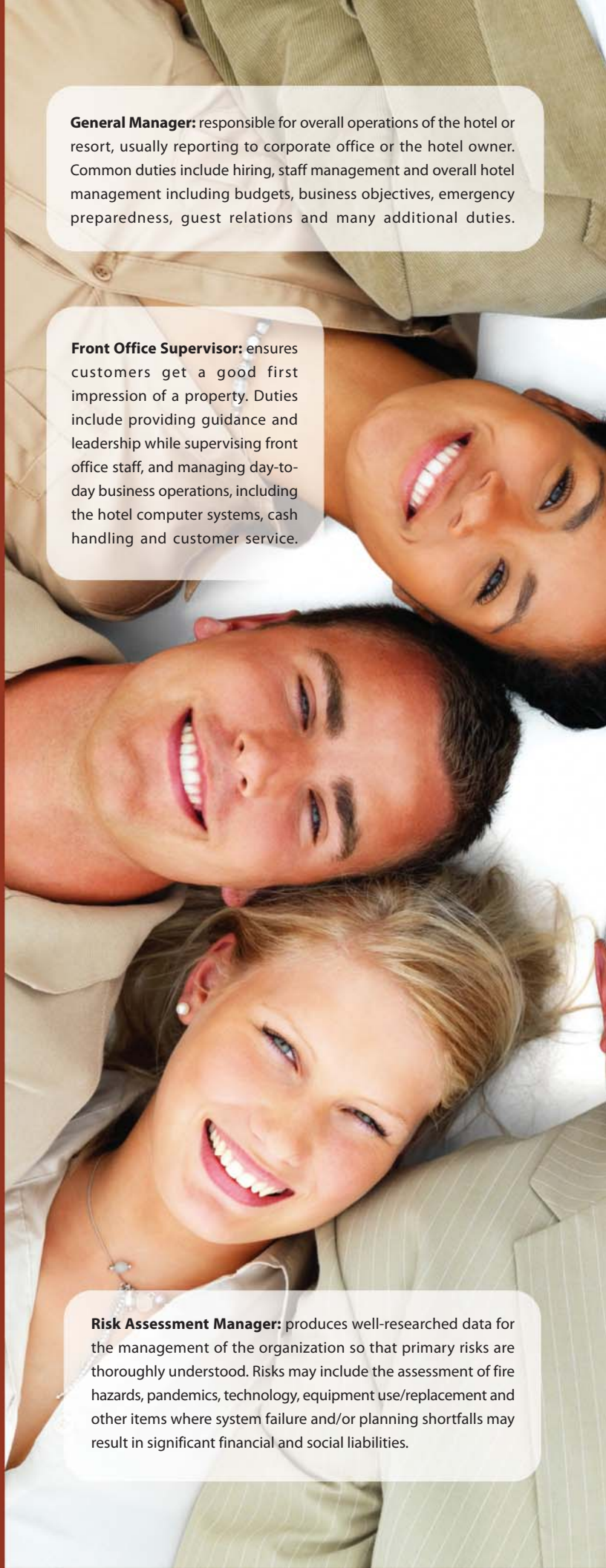
8. Career Options for Hospitality Degree Graduates

The students and graduates profiled thus far are well on their way to successful careers in the industry. The sample positions on the next two pages illustrate some career options for graduates as they move through the hospitality ranks. Whereas they may begin their career in front-line or supervisory positions, most graduates quickly move into management-trainee or administrative positions in organizations that recognize the value of their combined education and work experience.

Thoughts from the Leaders

“ *The more students that we can encourage to enrol in this advanced-level program, the more it will help with the competitiveness of our industry. Students acquiring a provincial hospitality degree have a better understanding of our constantly changing industry, and will be able to adapt better to this change. This talent is essential, to elevate the levels of service in the industry, and to help BC and Canada deliver on their promise to visitors.* ”


Mary Mahon Jones,
Tourism/Hospitality Consultant,
Mahon & Jones Associates



General Manager: responsible for overall operations of the hotel or resort, usually reporting to corporate office or the hotel owner. Common duties include hiring, staff management and overall hotel management including budgets, business objectives, emergency preparedness, guest relations and many additional duties.

Front Office Supervisor: ensures customers get a good first impression of a property. Duties include providing guidance and leadership while supervising front office staff, and managing day-to-day business operations, including the hotel computer systems, cash handling and customer service.

Risk Assessment Manager: produces well-researched data for the management of the organization so that primary risks are thoroughly understood. Risks may include the assessment of fire hazards, pandemics, technology, equipment use/replacement and other items where system failure and/or planning shortfalls may result in significant financial and social liabilities.



Executive Housekeeper: directs and controls housekeeping operations and staff. These administrators manage cleaning crews and inspect assigned areas to ensure standards are met. Executive housekeepers manage many priorities and demands and must be able to solve problems, support staff, develop maintenance programs and perform duties of housekeepers when required.

Sales Manager: manages and develop specific key accounts for the business. Sales managers prepare reports and assist with compilation of competitive intelligence information and ongoing research within a given market segment. They negotiate contracts for corporate rates and accounts that establish and achieve annual room night objectives.

Guest Relations Manager: develops and maintain excellent customer relations. Duties include responding to guests' comments and concerns with the intent of resolving issues that might otherwise result in lost business, especially repeat business.

Special Events Coordinator: assists in the preparation, execution and evaluation of special events for a range of clients. They help to coordinate human resource needs by recruiting, training and motivating staff and volunteers. Event Coordinators ensure that clients have the room set-up arrangements, equipment, services and support they need to make their event successful. Alternatively, Special Event Coordinators arrange and execute all in-house special occasion events as directed by the General Manager.

Revenue Manager: maximizes overall hotel revenue through development and implementation of effective inventory and pricing strategies, based on future demand forecasts. They oversee reservation department supervision and lead the development, implementation and measurement of reservation department performance.

Food & Beverage Manager: organizes, directs, and evaluates the operations of restaurants, bars, cafeterias and other businesses that operate serving food and beverage. Food and beverage managers require great customer skills, however moving beyond front-level service skills, they also apply management techniques to ensure the labour and financial goals of the organization are maintained.

We hope you have found this handbook to be of interest. Its very existence wouldn't have been possible five years ago, as these applied management degree options have only recently become available in BC. We hope you have a good picture of the common themes addressed in all programs, the types of quality individuals

attracted to these programs, and the upper-level instruction and experiences available to students taking these degree programs. We also hope you better appreciate the growing linkages between the work of delivery institutions, and leaders within the industry itself.

Appendix A: Samples of Hospitality Degree Course Outlines

The following sample course outlines will help prospective students, employers and program administrators see the level of detail covered in the wide range of available courses offered through these degrees, and how these match overall program themes.

Theme 1: Hospitality Business Management

Sample Course: Revenue and Yield Management

This course capitalizes on financial skills that were developed in hospitality finance (diploma). Increasingly, revenue and yield management have direct impact on the bottom line of hotel operations. Students will examine ways to direct and prioritize supply investments toward more profitable revenue. Students will also examine current systems and approaches to yield management.

Learning Objectives

- *Apply accounting and financial knowledge to the effective operation of a hospitality enterprise.*
- *Apply marketing skills to effectively promote a hospitality business.*
- *Describe the fundamentals of entrepreneurship and business decision making.*
- *Demonstrate effective techniques for event and conference planning.*
- *Summarize current trends in developing niche products for the hospitality industry.*
- *Develop an appropriate strategic plan for a hospitality enterprise*
- *Assess legal issues affecting human resources management within the hospitality industry in a variety of environments.*
- *Demonstrate an understanding of other businesses operating within the broader tourism context and their impact upon hospitality enterprises*
- *Create a menu concept that demonstrates effective food and beverage costing techniques for a defined market, in a specified restaurant category.*

Sample Course: Organizational Leadership

This course examines advanced skills in organizational leadership including: leadership approaches, motivation and organizational culture. The focus of this course will be on leadership and management, and on working relationships within recreation and tourism/hospitality organizations.

Learning Objectives

- *Define your personal leadership philosophy and demonstrate leadership style.*
- *Describe and analyze leadership approaches, models, and trends, and their application in recreation and tourism/hospitality organizations.*
- *Lead, facilitate and participate in team projects and group discussions on leadership topics.*
- *Evaluate personal leadership growth through self-reflection, didactic and experiential exercises.*
- *Develop leadership competencies through cooperative and individualistic learning activities.*

Theme 2: Hospitality Consumer Behaviour

Sample Course: Brand Management

This course will introduce students to how a brand is initiated, developed and maintained. A number of best-known brands in Canada and their respective marketing strategies are reviewed, using techniques that are reflective of those utilized by the hospitality industry. Students will conduct a brand analysis examining the specifics of hospitality branding, brand characteristics, sales and marketing strategies, infrastructure requirements, loyalty programs, brand standards, brand image and best practices. Applied research will be used to propose remedies to a variety of current branding challenges within the hospitality industry.

Learning Objectives

- *Apply key factors common to strong brands.*
- *List and describe seven world market trends.*
- *Describe how different hospitality companies created identities.*

- List and explain the methodology of brand building.
- Describe the steps for strategic brand blueprint development.
- List key strategic issues related to managing identity.
- List and explain various market segmentation methods.
- Differentiate between brand image and brand identity
- Describe the development of brand values and brand personality strategy.
- Describe key steps in the development of a brand personality.
- Identify and describe the different levels of branding.
- Compare and contrast brand extension and brand stretching.
- Describe how brand valuation is conducted.
- Identify and explain the various brand influencers.
- Classify and describe the methods of brand communication.
- Compare and contrast the global versus local branding.
- Define terms specific to brand management.
- Explain the key success factors in building international brands
-Identify current branding issues in hospitality.

Theme 3: Hospitality Business Ethics

Sample Course: Business Ethics

The purpose of this course is to enable students to apply the four theories of ethics (Utilitarianism, Kantian, Justice, and Virtue) to current issues facing the hospitality industry. Students will have the opportunity to: examine case studies and videos, research a number of ethical dilemmas, and organize an ethics-based Philosopher's Café. Topics include ethical behaviour, professionalism, theories of moral development and methods of developing moral decision-making skills.



Learning Objectives:

- Define ethical behaviour.
- Practice managing ethical dilemmas through the use of role plays, video clips and case studies.
- Define professionalism in the hospitality workplace.
- Apply modern ethical theories to current hospitality situations.
- Examine, discuss and apply Utilitarianism Ethics, Kantian Ethics, Justice Ethics, and Virtue Ethics.
- Share ideas on values and beliefs in a professional environment, while being respectful of others.
- Work in teams to organize discussion groups.

Theme 4: Risk Management

Sample Course: Risk Management

Extraordinary events: fires, natural and/or medical disasters, or extraordinary guest services gone wrong, may have catastrophic economic and social impacts on a hospitality enterprise. This course explores the examination, assessment and management of a variety of complex risks in the hospitality industry. Through examination of legislation, legal case studies and historic disasters, students examine a variety of issues that apply to hospitality businesses. Financial and operational aspects of workplace and guest safety and negligence are considered. Students also examine successful risk management strategies.

Learning Objectives:

- Articulate the value of risk assessment and management.
- Identify a variety of risks in numerous hospitality business settings.
- Assess, analyze and prioritize risks.
- Prepare and implement a risk assessment plan.
- Prepare an emergency plan for an accommodations enterprise.
- Ensure compliance with legal regulations.
- Use appropriate public relations approaches when dealing with enterprise crises.
- Develop strategies to ensure reputation maintenance and growth.
- Protect financial and capital assets.
- Measure and monitor the risk management program.
- Manage risk with appropriate resources.
- Develop risk assessment models for guests services & activities.
- Understand & apply appropriate insurances for risk protection.
- Develop plans to handle extraordinary events such as medical crisis, natural disasters or terrorist actions.

Theme 5: Industry Planning & Community Engagement

Sample Course: Policy and Planning

This course establishes the vision for developing and managing tourism and hospitality as an essential element of national, regional, and local planning. Tourism and hospitality planning provides the design of a desired future and the identification of effective and integrative ways to bring it about.

Learning Objectives

- Understand the policy development process.
- Appreciate the changing policy environment and the ability of stakeholders to shape and influence it.
- Analyze international, national, provincial and community policy issues in the context of the broader public policy environment.
- Adopt an analytical approach to policy development.
- Explain how policies impact “bottom-lines”.
- Identify strategies for effective lobbying.
- Develop best practices for strategy formulation and implementation.
- Understand challenges of corporate-level strategy and restructuring.
- Analyze and assess real world problems and opportunities in shaping strategies.
- Implement policy and strategy planning through applied research and case study examination.

Theme 6: Current Issues in Hospitality

Sample Course: Issues in Tourism in Canada

The tourism and hospitality sector is extremely reactive to external factors, such as SARS, recession, change to currency, privacy legislation and forest fires. This course will examine the impact of these external factors on market demand and the subsequent need for organizations to adopt appropriate responses and recovery strategies. Students will examine current trends and issues that affect rapid change.

Learning Objectives

- Identify Canadian tourism issues.
- Describe tourism loyalty.
- Develop and describe market destinations that appeal to Canadians.
- Describe what it means to “think Canadian”.
- Describe group specific marketing.
- Describe cultural patriotism.

- Describe tourism budget issues.
- Identify issues in marketing Canada as a destination.
- Describe homeland security issues.
- Analyze demographic change.
- Identify internal demographic trends.
- Identify external demographic trends.
- Describe global trends that impact tourism.
- Examine how crime impacts tourism.
- Analyze legislation that affects tourism.
- Evaluate the viability of target markets.
- Identify “add-on” issues.
- Explain how labour shortages impact tourism.
- Compare & contrast environmental issues to development issues.
- Explain the significance of tourism identity.
- Explore geo-political issues in tourism.
- Explain integrated transportation systems.
- Explain the significance of rising insurance costs.
- Describe the role of advocacy agencies.
- Evaluate the impact of exchange rates.
- Describe issues of tourism financing.

Marriott Vancouver Pinnacle Hotel



Theme 7: Research Methods

Sample Course: Applied Research

The purpose of this course is to introduce students to research tools and techniques that will enable them to profile and explore organizations and current issues within the hospitality industry. Students will conduct and evaluate primary and secondary research reflective of that utilized by the hospitality industry. Students will complete a SWOT analysis on multiple research tools and techniques. Students will define and apply key terms and concepts and use these terms and concepts when resolving hospitality issues.

Learning Objectives:

- Define key terms specific to research.
- Compare and contrast multiple research tools.
- Resolve problems specific to the hospitality and/or tourism industry.
- Identify current issues in hospitality.
- Conduct research specific to hospitality and/or tourism.

Theme 8: Hospitality Career Preparation

Sample Course: Careers in the Hospitality Industry

This course will examine the role of hospitality professionals in planning and community development. Hospitality's potential role of contributing to dynamic, enjoyable and supportive communities will be explored. Topics focus on the social and political processes through which groups and individuals work, to establish relationships and mobilize resources that fulfill

community and hospitality industry needs. Students will acquire the knowledge and skills required of a hospitality practitioner involved in community development initiatives whether it be in the not-for-profit, public or private sector.

Learning Objectives:

- Define concepts central to the course and describe the role of community development in the provision of tourism/hospitality opportunities.
- Become effective at locating, motivating and mobilizing resources in an attempt to satisfy community goals.
- Develop an appreciation for, and strategies to enable, the involvement of the public when creating community service opportunities.
- Articulate strategies for becoming oriented to a community's values, resources, needs and problems.
- Describe the advantages and disadvantages of community development in relation to existing trends in service delivery.
- Articulate the responsibilities, skills and characteristics of a community developer.
- Understand the role of and characteristics of successful groups with the ability to facilitate healthy and dynamic group development.
- Understand how community and groups respond to the change process with the ability to apply strategies for supporting and managing change.

“The end of our exploring will be to arrive at where we started, and to know the place for the first time.”

T.S. Eliot



Appendix B - Additional Resources

This information will help instructors and students make the most of their engagement with BC Hospitality Degree programs.

Annual Events

BC Hospitality Industry Conference & Exposition

www.hospitality-trade.com



2008 Recipients of the Our Future Leaders Award at the BC Hospitality Industry Conference.

This annual hospitality industry event educates and inspires students. Exciting new developments and business practices, and the region's largest trade show with thousands of cutting-edge products and services are showcased.



Hosted by the BC Hotel Association, the Alliance of Beverage Licensees

(ABLE BC), the BC Restaurant and Foodservice Association (BCRFA) and the BC Lodging and Campground Association (BCLCA), this conference features a VIP student award sponsored by the BC Hospitality Foundation.

This is the essence of
rendezvous:
facilitating valuable connections
between students and industry
in a short period of time.

BC Tourism/Hospitality Student Case Competition:

linkbc.ca/main/?en&StudentCaseCompetition



The Awards Ceremony for the 2009 Student Case Competition

LinkBC coordinates an annual competition that provides an opportunity for students in BC's tourism and hospitality programs to demonstrate their research, presentation, and problem solving skills. Student participants have received free registration to the BC Tourism Industry Conference and are eligible for cash prizes and other benefits.

Lower Mainland Student-Industry Rendezvous

linkbc.ca/main/?studentIndustryRendezvous



Students with an industry representative at the 2009 Student-Industry Rendezvous.

The basic premise behind "Rendezvous" is simple. Industry leaders from the hotel sector choose top managers to represent their properties on a given day at a venue such as a ballroom or convention centre. LinkBC education partners then invite their students to the event, and ensure they're adequately prepared with appropriate questions, business cards, and attire. At the venue, a small tradeshow displaying industry materials is set up, allowing students to get a better sense of the range of businesses represented. Following the tradeshow, a "speed networking" session is facilitated between students and industry representatives. This is the essence of rendezvous—valuable connections between students and industry are established.

Career Websites

The following sites offer quick, easy-to-access information about hospitality careers in BC:

- **go2 job board**, range of tourism and hospitality listings:
www.go2hr.ca/jobboard.aspx
- **HCareers**, range of tourism and hospitality listings:
www.hcareers.ca
- **Raisin Jobs**, food & beverage specific listings:
www.raisinjobs.com

Organizations/Info Sources

ABLE BC

www.ablebc.ca

ABLE BC is the industry advocate for issues affecting pubs, bars and private liquor stores across the province, working with industry stakeholders to ensure a responsible liquor industry.

BC Hospitality Foundation (BCHF)

www.bchospitalityfoundation.com

The industry's charity of choice, the foundation provides support for individuals within the hospitality community, including the Our Future Leaders Award for hospitality students in the LinkBC network.

BC Hotel Association (BCHA)

www.bcyha.com

The BCHA advocates and speaks for the interests of BC's hotel industry. With 580 hotel members and nearly 200 associate members, BCHA represents an industry with more than \$10.2 billion in revenues.

BC Restaurant & Foodservices Association (BCRFA)

www.bcrfa.com

The BCRFA represents over 3000 restaurant and foodservices businesses across BC. More than 40 years of leadership ensures long-term success and dynamic growth of this sector in BC.



BC Lodging and Campgrounds Association (BCLCA)

www.bclca.com

Formed in 1944, BC Lodging and Campgrounds Association is a non-profit trade organization representing over 500 motels, motor inns, hotels, resorts, lodges, bed and breakfasts, campgrounds and RV Parks throughout British Columbia.

Canadian Restaurant and Foodservices Association (CRFA)

www.crfa.ca

The Canadian Restaurant and Foodservices Association is one of the largest business associations in Canada. Since its founding in 1944, CRFA has grown to represent restaurants, bars, cafeterias and social and contract caterers, as well as accommodation, entertainment and institutional foodservices.

Canadian Tourism Human Resource Council (CTHRC)

www.cthrc.ca

The CTHRC is one of 29 national sector councils, responding to the demands of 164,000 tourism and hospitality businesses and the 1.66 million people employed in the industry.

Council of Tourism Associations (COTA)

www.cotabc.com

COTA is an advocacy organization representing 18,000+ tourism operations across BC. They work with all levels of government, the media and businesses to ensure the interests of operators are heard and recognized.

go2

www.go2hr.ca

Through its programs and services, go2 - an independent, non-profit industry association - assists BC's tourism/hospitality industry to recruit, retain and train employees to support industry growth.



International Council on Hotel, Restaurant and Institutional Education (CHRIE)

www.chrie.org

Founded in 1946, CHRIE is the global advocate of hospitality and tourism education for schools, colleges, and universities offering programs in hotel and restaurant management, foodservice management and culinary arts. In recent years, International CHRIE's has become a marketplace for facilitating exchanges of information, ideas, research, products and services related to education, training and resource development for the hospitality and tourism industry (food, lodging, recreation and travel services).

LinkBC: the Tourism & Hospitality Education Network

www.linkbc.ca

LinkBC is a network of 20 post-secondary tourism and hospitality programs across British Columbia, Canada. These education partners work together to promote best practices in tourism and hospitality education, share research findings, tourism and hospitality knowledge, and resources. The result? A stronger, smarter provincial tourism & hospitality industry.

Study Hospitality in BC, Canada

www.studyhospitalityinbc.ca

This website catalogues education options at the 20 LinkBC partner institutions in the key disciplines of adventure tourism, culinary arts, hospitality management, and tourism management. The site features an interactive map, web pages for each school, and resources for working in and visiting BC.



TORC: The Tourism Online Resource Centre

www.bctorc.ca

TORC contains research links and reports, statistics and trends, news and current issues pertaining to tourism and hospitality. The initial collections on TORC were launched in early 2007; content has been growing daily.



www.linkbc.ca

This industry-supported set of degree-level hospitality programs is offered at the following institutions:



ROYAL ROADS
UNIVERSITY



VANCOUVER ISLAND
UNIVERSITY



This resource is endorsed by:

The Alliance of Beverage Licensees (ABLE BC)

The BC Hotel Association

The BC Lodgings and Campground Association

The BC Restaurant and Foodservices Association