

Managing Diversity in the Workplace Certificate

Student Guide

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Managing Diversity in the Workplace
Online Certificate Course
Student Guide

Introduction

Welcome to the American Hospitality Academy's *Managing Diversity in the Workplace Certificate* (MDC) online study program. This *Managing Diversity in the Workplace Certificate* has been developed by the American Hospitality Academy (AHA) to meet the needs of students or employees aspiring to management positions in the future, or current supervisors or managers wishing to ascend to higher management positions.

It targets knowledge and skills essential to success in the hospitality, travel and tourism industries, which are increasingly characterized by a diverse workforce serving a culturally diverse customer base.

The MDC runs over a period of 9 weeks and is facilitated by members of AHA's international faculty. It is delivered totally online through World Campus, AHA's proprietary online learning and program management system. World Campus allows you to access your course 24 hours a day, 7 days a week from any location at your own convenience.

On successful completion students will gain their *Managing Diversity in the Workplace Certificate* from the American Hospitality Academy.

Purpose of Student Guide

This Student Guide has been designed to provide you with an overview of the course, course materials, structure, evaluation requirements and tips for effective learning. You may need to keep referencing this Guide throughout your course, so please download it to your computer for future reference. You may also print it if desired.

Why is this Course important?

Cultural Diversity

As the world becomes a smaller place, and through increased travel and globalization of industries, the hospitality travel and tourism industries of today are increasingly catering to a more culturally diverse customer group than ever before and doing so with a highly diverse workforce.

Cultural diversity doesn't just entail differences in dress, language, music, food, and traditions. It also encompasses different ways of thinking, relating, managing, and communicating. All these elements affect performance, motivation, and success in the workplace. And so it's important that we be able to recognize, respect and capitalize on the different backgrounds and ways of thinking within our workforce.

Benefits of Cultural Diversity

Organizations around the world have come to realize more and more that cultural diversity within organization is not a negative aspect, but rather an advantage to achieving high performance. Studies by Cox and Blake in 1991 assert that "multiculture-ism" is directly linked to organizational success because:

- A significant number of effectively managed multi culture companies have been shown to have a cost effective competitive edge over more homogenous companies in the same field.
- Culturally diverse corporations tend to appeal to a wider range of customers and so can expand their business base faster.
- Diverse group of employees are perceived to be more creative and efficient in problem solving as

- compared to a homogenous group.
- Ability to manage cultural diversity increases adaptability and flexibility of an organization to environmental changes.

On the flip side, there can be severe consequences to ignoring diversity in the workplace:

- Destructive tensions between people of differing cultures and beliefs.
- Loss of productivity because of increased conflict.
- Inability to attract and retain talented people of all kinds due to low morale, discrimination.
- Complaints and legal actions.

AHA's Managing Diversity in the Workplace Certificate

There is no one road map to how to approach cultural diversity issues, as advice and strategies given for one situation may not work exactly the same way, given the same situation in another context.

The American Hospitality Academy's approach is to combine an understanding of culture with the development of key management skills, so that a manager or prospective manager develops a range of core skills and principles that can be applied in many different situations.

While clearly we recognize that managers require certain organizational, technical and administrative skills to fulfill their duties this is **not** the main focus of the MDC. AHA takes the view that in the end, *management is primarily about achieving specific objectives through working with people*. The focus of the MDC, therefore, is developing managers with the basic human skills that lie at the heart of effective human interaction. This "people-centered" management approach takes into account cultural traditions, beliefs and practices and how they impact the workplace.

The course includes the development of the following:

- Personal Skills: Self awareness and the ability to create and achieve personal goals for improvement.
- Interpersonal Skills: Effective and supportive communication; motivating others; conflict resolution.
- Group Skills: Teamwork and building effective teams.
- Cultural understanding: Identifying how cultural conditioning occurs; breaking down stereotypes; respecting and celebrating cultural differences, creating an inclusive environment; managing people of diverse backgrounds.

These skills are considered to be equally applicable to any service industry with both a diverse workforce and diverse customer base.

Course Requirements/Resources

Level of English

The MDC will be conducted in English. If you are not a native speaker of English, have not been schooled in English or if English is not your second language, then you are expected to have an intermediate to advanced level of fluency in English to undertake this course. You must have the ability to read and comprehend the university level eBook that forms the basis of your course and express yourself in writing at an intermediate to advanced level in order to successfully complete all written assignments, participate in discussions and meet the evaluation requirements.

Technical Requirements

As this is an online program, participants must:

• Have access to a computer and high-speed internet.

- Be familiar with working in Microsoft Word, uploading and downloading documents on your computer and simple email functions.
- Be familiar with accessing and using the internet to search information.

Should you be using an internet café or computer at a local library you should be able to stay online for a continuous period of a minimum of 45-60 minutes at a time.

The ability to be able to print materials that form part of the program is highly desirable, though not absolutely necessary as they can be accessed and read online. In order to comply with copyright laws, if you download any AHA course materials to a public computer at a library or internet café or to another person's/company's computer, you are required to delete those materials from that computer immediately after reviewing them.

Cultural Diversity

Should you find yourself in a global MDC classroom with classmates from around the world, please be culturally sensitive and use this opportunity to learn about and gain a greater appreciation of other cultures, traditions and beliefs. This is vital training as most of you will at some time in your career find yourself working in a diverse workplace serving clients from all over the world.

Dictionary

Should English not be your native language or your language of schooling, before you commence the course please make sure you have a good English-English Dictionary and one from English to your own native language in order to clarify any words or expressions you may not be sure of. We also recommend some online dictionaries you can use below, in the section titled "Learning Tips".

Always have a notebook and pen beside you, so that you can jot down ideas or questions.

Course Structure

Overview

MDC consists of 9 weeks:

- Prior to Week 1: We will introduce to you the online learning system, the course, the requirements and the first leaning unit.
- Week 1 through Week 9 are 9 learning units of the course, each session covering different topics.
- Week 10 is a removal period for students required to complete additional work to achieve a passing grade, for scoring of assignments, assigning final grades, completion of required AHA paperwork, and confirming students' eligibility for receipt of their Certificates.

Definition of a Teaching Week.

Each week of the course consists of 7 days. The standard online course week runs from Monday through the following Sunday.

The time zone used to determine the standard week is United States East Coast Time (EDT). So the standard course week runs from 12:01am Monday through to 11:59pm Sunday as per the time on America's east coast.

The current date and time (EDT) will appear at the top right corner of your course home page on World Campus. Please make sure you use this date and time to determine the exact start and end of your week and to ensure you comply with due dates for assignments and other date and time sensitive course requirements. Your instructor will send weekly emails to help remind you, however, you are responsible for all requirements.

Course Commencement

Online Course Delivery

You will undertake your course totally online through World Campus. When you log in and click on "My Courses" you will be taken to your MDC course home page/classroom. On that page you can see/access the following main features:

- Your MDC class and list of classmates
- Your instructor(s)
- Announcements about the course
- Course Materials
- Discussions
- Quizzes
- Email System (Mailbox tab)
- Link to eCafé, AHA's online global networking community.

Click on and explore each feature!

Before Week 1.

When you enrolled in the MDC, you should have received a Welcome Letter from AHA and instructions on how to access your course online. You would have been asked to change your password to one that only you know, to set up your personal profile and familiarize yourself with the various features and functions accessible from your home page. Please make sure you do so!

If you have any problems logging into your course please send an email to:

<u>Katie@americanhospitalityacademy.com</u>

AHA's Director of Training and Development

Hilton Head Island, USA

Week 1.

On the first day of Week 1, log into your course, click on the Course Materials tab, then click on Week 1 Weekly Syllabus and in that Syllabus you will see a list of everything you have to do in order to complete the course for that week.

One of the things that you will be asked to do is to open and read this Student Guide. You should download it to your own computer, or a computer that you will have continual access to during the course, as you will need to keep referring to it throughout your course.

Read this Student Guide fully and make sure you understand everything about your course, how to access all your course materials, how you will be evaluated and all course requirements, rules, regulations, policies and procedures.

If you click on the Discussions tab you will see the first discussion topic for that week as well. Please participate in the discussions – *consistent* participation is mandatory.

Beginning of Each New Week

You will have access to all course materials for each week online. The first thing you should do each week, is log into your course, go to the Course Materials and open the Weekly Syllabus.

Weekly Syllabus

Every week under the Course Materials tab, you will see a Weekly Syllabus as well as other course materials relevant to that week's subject matter. Please read the Weekly Syllabus first. It outlines exactly what you are expected to do, in order to complete your course for that week. The Weekly Syllabus is like a "lesson plan" or "Weekly Guide" and includes:

- 1. The topic for that week
- 2. Objectives for that week
- 3. Instructions about what is expected of students what you must to do to successfully participate and to complete requirements, including:
 - a. Downloading and reading specific supplements
 - b. Viewing a PowerPoint presentation
 - c. Participating in discussions
 - d. Completing assignments
 - e. Undertaking online quizzes

You can read more about each of these elements below.

As you move through each week the structure is much the same. You are required to read the Weekly Syllabus first, undertake any quiz, read any supplementary material, view PowerPoint presentations, engage in discussions, and submit the assignments required.

Your facilitator will email you with any important information relevant to your course such as when new discussion topics are posted, reminders about assignment due dates and so forth.

As the weeks progress, you will still have access to previous week's course materials and discussions, so you can go back and review those weeks at any time. Please have in mind that at the end of the program, that you may be required to submit a final report to your current organization's or University's Instructor with all your course contribution. With that, please save for your records all the comments that you will be posting on the discussion forum class from week 1 through week 9, the quizzes results, the assignments and any other homework that you'll be submitting. Please communicate this with your instructor if this is applicable to your university or organization.

End of Each Week

Please make sure that by the end of each week you have:

- 1. Completed everything listed in your Weekly Syllabus.
- 2. Participated in each discussion topic to at least the minimum level required. Remember, more points are rewarded to those who consistently and actively participate each day throughout the week.
- 3. Participated in eCafé, the AHA Global Community.

Components of MDC

Reading

The Weekly Syllabus will list the requirement for each week.

In some Weeks you will also be required to read additional Supplements prepared by AHA or your facilitator. These supplements are found in your Course Materials and can be opened and viewed online or downloaded to your computer.

PowerPoints

In some weeks you will be asked to view a PowerPoint presentation on a particular topic. All PowerPoints in this course can be found in the Course Materials. PowerPoint presentations can be opened and viewed online only, they cannot be downloaded to your computer. All Power Points are voiced-over so make sure the volume is up on your computer.

Discussions

Participation in discussions is mandatory and is one of the primary methods of learning when undertaking an online course. The discussions allow you to question, analyze and develop the information and ideas presented in the course. They allow you to express your point of view on a topic, understand how other people think, consider ideas or viewpoints you may previously have not entertained, deepen your understanding of the subject matter, allow you to analyze and critically evaluate information you have read, and to ask questions. The more you can participate in the discussions the more you will get out of the course.

Assignments

There are several written assignments that you are required to complete throughout the course. The assignments are mandatory, count towards your final grade and are described fully in the Weekly Syllabi. They must be typed in a specific format and emailed to your facilitator by the due date.

Online Quizzes

Your facilitator may create short online quizzes for you to complete at various times during the course. You will find them under the Quiz tab. They will be fully automated and you will receive your results immediately.

Examinations

You will be evaluated on all your discussion forum comments, assignments and quizzes submitted. You will be accumulating a total number of points for each session that will be totaled up for all 9 weeks.

Course Evaluation

After you complete the program, your facilitator will request that you complete an MDC Course and Facilitator Evaluation. Please do so. Your feedback is important to us!

eCafé- A online global community

You will be automatically enrolled in World Campus's eCafé a global online meeting place for AHA's hospitality community. Here you can connect with other students and faculty from around the world, share recipes, music, ideas, and information about your country and culture. You can take part in global discussions, access information, courses and seminars relevant to your future professional development and participate in fun social media activities. You are welcome to participate in eCafé at any time you like!

AHA Moments

eCafé also allows you to participate in "AHA Moments". AHA Moments are short thought–provoking exercises that provide you with opportunities for personal development and to consider wider questions of values, integrity, behavior, actions and management and leadership principles.

There will be times that your facilitator may ask you to participate in an *AHA Moment* as a mandatory part of your course and other times as a suggested activity.

Grading System & Policies

AHA Grading Scale

The AHA Grading Scale below is displayed with not only the Numerical Grade and the equivalent Ranking Description, but also with what AHA deems as the equivalent Grade Points and Letter Grades.

For the MDC course, your facilitator will use the Numerical Method of assigning and reporting grades, scoring assignments and other forms of assessment as a percentage e.g. 65%, 87% etc. You will receive your Final Grade in the form of a Numerical Grade (percentage) plus the Ranking Description (e.g. Fair, Satisfactory, Outstanding etc.)

Use the grading table below to determine the level of a score or grade, and also to approximate your grade to a Grade Point or Letter Grade with which you may be more familiar in your own country.

Letter Grade	Grade Point	Numerical Grade - Percentage	Ranking Description
		rercentage	
Α	4.0	96-100	Outstanding
A-	3.6	92-95	Excellent
B+	3.2	88-91	Very Good
В	2.7	84-87	Good
B-	2.3	80-83	Satisfactory
C+	1.9	75-79	Fair
С	1.5	70-74	Pass
D	1.0	66-69	Conditional
F			Fail
INC			Incomplete
W			Withdrawal

Passing Grade

You must receive a minimum of 70% to pass.

Conditional Grade

A Conditional Grade is given to a student whose final rating is between 66% and 69%. In order to get a passing grade, a student with a Conditional Grade is required to take the necessary removal examinations or complete additional assignments as prescribed by the facilitator during the removal period or within a specified period. It is up to your facilitator to determine what the additional requirements shall be.

A student will be given one (1) chance to remove a Conditional Grade.

A student who successfully removes a Conditional Grade shall obtain a grade of "Pass" and be assigned a Numerical Grade of 70%.

A student who fails to remove a Conditional Grade during the specified period will receive a grade of Failed.

Incomplete (INC)

A grade of INC or Incomplete is given to a student whose overall class standing is Passing, but fails to complete certain class requirements, due to valid reasons. The facilitator may give a student a grade of incomplete (INC) only if the student and facilitator have agreed in advance on a plan for completion.

Based on the facilitator's assessment, the final completion grade may reflect a corresponding deduction or penalty for late submission.

If the student fails to complete the missing requirement(s) satisfactorily or fails to do so within the prescribed

period the student will get a "Failed" grade.

Withdrawn

When a student has withdrawn from the course, has been absent from class beyond the acceptable attendance parameters or enough where the facilitator believes that the student cannot meet the goals of the course within the remaining time frame, the student may be given a Failed Grade or Withdrawn from the course. Withdrawal is allowed due to lack of attendance or unusual circumstances, not as a method to prevent failing grades.

Failed Grade

A student who incurs a Failed Grade is required to retake the course in order to have the opportunity to obtain a passing grade. Students who have failed their course will be contacted by AHA. Any financial implications of retaking the course shall be discussed with the student.

Removal Period

If you receive a Conditional or Incomplete Grade at the end of your course, Week 16 can be used as a "removal period" where you will be given the opportunity to retake an exam, complete additional requirements or submit requirements you did not complete on time during the course.

This provides you with the opportunity to achieve a passing grade.

Absence from Examinations

Absence from examinations is not permitted unless for a documented emergency. A student that misses an examination with an unexcused absence obtains a Failed Grade in that examination.

A student that misses an examination with an excused absence can take a make-up examination or complete additional course requirements as per the decision of the facilitator.

Evaluation

Summary - Evaluation Methods

Evaluation for the MDC is ongoing and occurs through a number of different assessment methods. Evaluation for the MDC course consists of 3 different elements, each of which will be weighted differently, in order to determine each student's Final Grade for the course, as follows:

- o 40% Completion of written assignments
- o 40% Participation in discussions
- o 20% Completion of online guizzes.

At the end of each weekly guide you have the total points allocated for that particular course session. For all 9 weeks, you'll accumulate a score that will added and count towards your final grade.

More details are presented below.

Evaluation - Assignments

Students will be required to complete written assignments, each of which is mandatory:

- The individual assignments are set in Weeks 1, 2, 4, 8 are worth a total of 40% of your Final Grade.
- You must comply with the instructions for the assignments. Assignments must be typed in 12pt Times New Roman font, single spaced, saved as a Microsoft Word document, be within the stated minimum and maximum length, and emailed to your facilitator by the required date and time.

- You must save a copy of each assignment on your own computer, incase the one you submit is lost for some reason.
- Each assignment has a specific minimum and maximum length, which is expressed in "numbers of words" e.g. minimum 1000 to maximum 1500 words. As a rough estimate you should get about 800 words on one typed page, in 12pt Times New Roman font, single spaced. You must keep within the minimum and maximum lengths requested.
- All assignments will be scored according to the AHA Grading Scale. You will be assigned a score out of 100 (70 is the passing grade).
- Should you get a Conditional grade on an assignment, you have **one** (1) chance to improve your score and pass that assignment. Your facilitator will inform you of exactly what you need to do and by when, in order to have a chance at achieving a Passing Score of 70%. You may be asked to redo the same assignment or be given an alternative/additional assignment on a similar topic.

Evaluation - Participation in Discussions

Mandatory Participation

The MDC is a facilitated course that requires mandatory participation of students every week on an ongoing basis. You must participate in discussions on at least 3 separate days during a standard course week.

An extended absence, which is defined as a failure to log in and post in a discussion forum for more than 7 continuous days, is not acceptable. Should you require any absence for personal, family or emergency reasons or for extended circumstances, the absence must be coordinated in advance with your facilitator and permitted by AHA. If this is not done and you are absent from the course for more than 7 days you will be subject to AHA's attendance policies and risk being dropped or deemed to have withdrawn from the course and graded accordingly.

Participation in Discussion Score

You will be evaluated on your participation in discussions throughout the course. This evaluation is worth 30% of your Final Grade, so ongoing participation in discussions is an important part of completing your course requirements.

- Your facilitator will give you a "Participation in Discussions" Score at the end of each week. Then at the end of the course, those scores will averaged out in order to determine your Final Score for Participation in Discussions.
- There are two parts to each Participation in Discussion' score:
 - 1. Student met the minimum requirements of posting (20% of the total score).
 - 2. Assessment of the quality of student's contributions (80% of the total score).

Meeting Minimum Requirements of Posting

- At minimum, you must post at least 3 comments for each discussion topic posted by the course facilitator.
- 1 of those comments must be in direct response to the main discussion topic set by the facilitator, and the other 2 must be in response to posts by other students.

Assessing Quality of Participation

Not only must you comply with minimum posting requirements, you will also be evaluated on the quality of your contributions. Your facilitator will assess quality of your discussion posts based the following parameters:

- Displays an organization of and clarity of thought.
- Relevancy displays a mastery of the subject matter and relates that to the discussion topic.
- Presents interesting, new or innovative ideas directly related to the main topic, thereby deepening the discussion.
- Demonstrates that the student is interested in and "listening" to other students' comments by analyzing and/or thoughtfully responding and expanding on such comments.
- Displays an ability to synthesize and relate the discussion/readings to "real world" personal and/or professional situations.

Mid Term and Final Evaluation and Report

Mid Term Report

At the end of Week 5, your facilitator will provide you with a progress report at Mid Term so you will have an idea of how you are doing and any improvements you may need to make.

Final Report

You will be issued with a Final Report that provides you with your final scores on all evaluation parameters and then your Final Grade for the course with the relevant Ranking Description.

Completion Requirements

Students who complete the course successfully will receive an MDC Certificate from the American Hospitality Academy. You are deemed to have successfully completed the course if you meet all of the following requirements:

- 1. You have received at minimum a Passing grade for the course.
- 2. You have fully met all responsibilities as outlined on enrolment (e.g. completion of course payment, adherence to course policies and procedures etc.)

Should you change your mailing address during the course, please make sure you notify AHA to ensure your certificate reaches you.

You will be charged a minimal fee for replacement and mailing of lost certificates.

AHA/World Campus Policies, Procedures, Disciplinary Action.

Rules, Policies, Conduct.

All students are required to adhere to any rules, regulations, policies or procedures that govern the use of World Campus and the privileges of access to AHA courses, programs and materials. Some of these policies include, but are not limited to, the following:

- Using World Campus for any purpose that does not further the educational objectives of the course, for personal use or for the furthering of any personal interest or agenda, for inappropriate communications, bullying, intimidation, harassment, illegal behavior, promotion of illegal substances or items, gambling, gaming and other similar activities is prohibited, as is any attempt to hack into the system or to change or attempt to change the software, structure, design, content or security of World Campus.
- AHA expressly prohibits the unauthorized use, copying or distribution of any of its confidential,

copyrighted, proprietary, trademarked or patented material.

AHA reserves the right to read e-mail messages of students using the World Campus email system, to
access discussions and course related correspondence or materials and to access student files stored
within the World Campus online system to ensure compliance with AHA and World Campus rules,
and observance of confidentiality. This may be done without notice to the student.

Offences risk disciplinary measures up to and including termination from the course and expulsion from World Campus and/or reporting to local authorities where legal proceedings may be appropriate.

Please report any transgression of the above policies by other students or faculty to AHA immediately!

Academic Honesty Policy

The American Hospitality Academy requires all faculty and students to adhere to high standards of integrity in their academic work. Academic dishonesty in any form will not be tolerated. Students involved in such activities are subject to serious disciplinary action. This includes course failure, suspension, and expulsion from World Campus.

It is the students' responsibility to understand what constitutes plagiarism (defined below), guidelines for proper citation, and that ignorance of plagiarism does not and will not constitute an excuse for the behavior. Technological tools may be used to detect plagiarism or cheating at the facilitator's discretion.

Definitions of Academic Dishonesty

- 1. Cheating.
 - a. The unauthorized use of notes, eBooks, oral, visual or electronic communication, or other aids during an exam, quiz, or other related course assignment.
 - b. The copying of the work of another student during an exam, quiz, or course assignment.
- 2. Plagiarism.
 - a. The use, whether by paraphrase or direct quotation, of the published or unpublished work of another without full and clear acknowledgment through proper citation format.
 - b. The submission of an assignment or parts of an assignment written by someone other than the student, including but not limited to, other students, commercial organizations, and electronic sources.
- 3. Misrepresentations.

The substitution of another student/individual for completion of a course, or during the taking of a quiz, examination or other assignment.

- 4. Unauthorized collaboration.
 - a. The sharing of quiz/exam questions or answers with another student without the instructors permission.
 - b. The copying of another student's papers or any assignment without the instructor's permission.
 - c. Group collaboration on individual assignments without the instructor's permission.
- 5. Alteration or fabrication of data.
 - a. The submission of data not obtained by the student during the course of research.
 - b. The deceitful alteration of data obtained by the student during the course of research.
- 6. Participation in or facilitation of dishonest academic activities.
 - a. The alteration of academic records, including grades.
 - b. The sabotaging of the work of another student.

- c. The distribution of materials for the purpose of cheating.
- d. The alteration, forging, or misuse of academic-related documents.
- e. The intentional reporting of a false violation of academic integrity.
- f. The offer of a bribe to any AHA member in exchange for special consideration or favors.
- g. The misuse of AHA resources, including physical and digital.
- h. The sharing of AHA copyrighted, proprietary information with a third party.

This list is by no means comprehensive, but is representative of any actions completed in the spirit of academic dishonesty for which AHA's policy on Academic Integrity may apply. It is the student's responsibility to seek clarification from a facilitator if the student has questions about what constitutes academic dishonesty.

Maximize Your Learning Experience.

Online Learning

Taking an online course is different to participating in a more traditional classroom or training setting with a face-to-face instructor teaching and monitoring your progress, as you choose when to log in and participate.

In this program you are expected to rely to on your own inner motivation to complete all aspects of the program satisfactorily. This requires a higher level of personal discipline and good time management. We provide the tools and materials for you to undertake the program, what you must do, is use those tools and materials and your own self-discipline to keep moving forward each week on a regular basis and complete all the reading, discussions and assignments required.

Your course facilitator will be there to guide, encourage, challenge you and to answer questions, however more than ever, you determine your own success and you determine how much you get out of this program.

You must engage in the online discussions and complete some aspect of this course on at least 3 different days each week. Checking in on 4-6 different days during a course week to follow and participate in discussions is of even greater benefit and highly recommended, to keep you thinking and engaged in the subject matter and to maximize your learning.

Learning Tips

• Keep a dictionary, notebook and pen beside you at all times. Look up words you may not know in the dictionary or use the following online dictionaries to assist you:

http://www.yourdictionary.com/ http://dictionary.reference.com/ http://www.thefreedictionary.com/

- When you look up a word in the dictionary you are not sure of, write the word and its meaning in your notebook and write 3 sentences using that word in the correct context.
- At the end of each week, take some small cards and on the front of the card write the word or
 expression you were not sure of and on the back, write the meaning and/or the 3 sentences using
 that word or expression. Carry those cards with you every day and refer to them at least twice each
 day creating new sentences out loud using the words or expressions.
- Your eBook, *Developing Management Skills*, is set up to maximize your learning. Even though we do not review every part of your eBook during the course, there is no reason why you cannot do so in your own time. The eBook is detailed, full of valuable research and statistics, findings of leading

experts, practical examples and essential guidelines to becoming an outstanding manager. Use it to its fullest extent!

- At the end of the Skill Learning section of each chapter you will find a list of Behavioral Guidelines these are a great summary of "what to do" principles of effective behavior that if followed will ensure you approach your management role with the best possible chance of success. Use them as guidelines for your own behavior and actions as a manager.
- The Skill Analysis section near the end of each chapter provides case-studies from various industries and organizations that expand on the subject matter of the chapter and offer you real-world examples of what you have just learned. Take the time to read them, even if they are not formally dealt with during the course and even if they are not examples from the hospitality industry.
- The Skills Practice and Skill Application sections provide the opportunity for exercises, assignments and practice suggestions in the workplace to master the skills being discussed.
- Frequency and regularity is important to any learning process. Log into the course as often as you can, strive to do more than the minimum required and develop the habit of "going the extra mile", delivering beyond expectations, in order that this trait becomes a natural part of your professional style and approach to learning and work. This attitude will serve you well when aspiring to higher-level positions in the workplace.

Getting Help

Technical Help

Once you log into the MDC course online, you will see that on the left of your screen there is a button for the Help Desk - click here to leave a message with our Technical Team and we will get back to you within 48 hours. You need to go back to the Help Desk to receive your answer, so once you have posted your request for help, keep checking back over the next 48 hours to get your reply.

Help With Content.

To ask a question related to the content or clarify any questions you have about the course, use the internal email function to email your course facilitator.

Good Luck!

The ability to undertake this program online and schedule your learning according to your own needs and demands on your time, provides a unique opportunity to further your education with minimal impact on your daily schedule.

By improving your ability to manage a diverse workforce and to deliver excellent service to customers of varying cultural backgrounds your confidence in yourself as a competent manager will grow and, as a result, should impact positively on your organization and on your career path.

We wish you the best of luck as you undertake this course and in your aspirations to make a difference as a leader in your chosen field!

Course Schedule

This is a sample schedule only. Your facilitator may provide you with an alternate schedule for your course.

Week	Topic
1	Intro – to MDC and World Campus What is Management?
2	Functions of Management
3	Cultural Conditioning and Stereotyping Part 1
4	Cultural Conditioning and Stereotyping Part 2
5	Effective Communication Part 1.
6	Effective Communication Part 2
7	Handling Disagreement and Conflict
8	Motivating Others
9	Teamwork & Leading Teams
10	FINAL WEEK Grading, Removal Period, Reporting.

Course Objectives

- 1. Identify skills essential to effectively managing interactions between people in the workplace.
- 2. Develop self-awareness and appreciate the relationship between self-awareness and the ability to successfully manage others.
- 3. Understand the importance of values and ethics in relation to individual behavior in the workplace.
- 4. Identify how cultural values, beliefs and conditioning influence how an employee may interpret events and behaviors in the workplace.
- 5. Develop strategies that a manager can use to manage cultural diversity and create a culturally inclusive work environment that benefits the staff, organization and customers.
- 6. Understand the importance of effective communication in building positive interpersonal relationships and identify the main obstacles to effective communication in the workplace.
- 7. Understand the relationship between motivation and work performance and the benefits of reinforcing performance-enhancing behavior in order to create an effective motivation program.
- 8. Identify your own motivating factors and appreciate the necessity of understanding the motivating factors of your employees in creating a motivational work environment.
- 9. Understand the relationship between conflict, levels of performance and business success.
- 10. Improve your ability to identify sources of conflict and the conflict management strategies most appropriate to specific workplace situations.
- 11. Analyze the stages of team formation and understand how to move a team through such stages.
- 12. Identify the attributes of high performance teams.
- 13. Identify the skills and strategies leaders require, to effectively manage and lead a high performing team in the workplace.

Library References

Should you wish to further your reading on management topics, the references listed below have been provided for your information.

- Ellis, Carol W., 2004, Management Skills for New Managers, AMACOM 1st Ed.
 The book is based on the best-selling seminar of the American Management Association, is a quick reference to important management principles and skills. Topics of the instructional chapters are Defining Your Role, Effective Communication, Performance Management, the Four Phases of Learning, Motivation, Delegation, and Coaching. Action-step exercises are provided at the end of each chapter to help the reader focus new knowledge on personal performance.
- Stephen P. Robbins & Mary Coulter, 2009, <u>Management 10/E</u>, Prentice Hall Detailed eBook of management theory, principles, practice.
- Blanchard, Johnson, 2003, <u>The One Minute Manager</u>, HarperCollins, New York, USA.
 Short overview of key management concepts and skills, a quick read.
- Drucker, Peter F., 2001, <u>Management Challenges for the 21st Century</u>, Collins Business; 1st edition.
 Thoughtful expositions on various topics related to the challenges managers face in the changing economic, social and political climate.

Internet References

www.Wilderdom.com

Teamwork topics and games.

http://www.managementhelp.org/

This site has exceptionally good content for all aspects of management.

http://www.managementblog.org/

Provides short case studies and real-life examples of challenges managers face every day in the workplace and insights to assist managers in understanding and better handling such situations.