



Resource Guide: Cultural Awareness for Hospitality and Tourism

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INTRODUCTION

The increasing level of globalisation within services industries has brought many challenges – including how to manage a culturally diverse workforce. Managing a multicultural workforce, either within a business unit or within a global corporation can be a demanding task for managers. For individuals, negotiating the complexity of cultural diversity is a life-long learning task that is relevant to the world of work, the community and in global contexts. This resource guide has been produced to encourage and enable academics and indeed managers to make use of the resources in teaching and learning. It is important that lecturers and students within subject areas of tourism and hospitality are able to access resources that enable their wider understanding of the relationship between social and cultural theory (cultural difference, ethnicity, nationalism, cultural identity, cultural taboos, cultural shock, cultures colliding, equality and diversity) and create opportunities where theory can be effectively applied to practice. Cultural diversity education in the curriculum plays a pivotal role in systematically enabling students (indigenous and international) to develop cultural diversity competencies and skills.

Diversity is an increasingly important factor in working life as tourism organisations, worldwide, become more diverse in terms of the race, ethnicity, national origin and other personal characteristics of their members (Shaw and Barrett-Power, 1998). One of the key challenges of diversity is that the term means different things to different people. There is no universally agreed definition, but new guidance from the Chartered Management Institute (2008) suggests it is about:

“valuing the differences between people and the ways in which those differences can contribute to a richer, more creative and more productive environment.”

It's not just about race (which is usually foremost in people's minds). Government in the contemporary world has actually identified six strands of diversity – race, age,

gender, sexual orientation, disability and religious/belief. Gröschl and Doherty (1999) note that:

“the basic concept of managing diversity accepts that the workforce consists of a diverse population of people” (p.162).

Diversity can be seen in terms of visible (colour, gender, age) and non-visible differences (religion, culture, disability) and it is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully used and in which organisational goals are met (Kandola and Fullerton, 1998). One of the key aspects of cultural diversity is that paying attention to diverse dynamics is not just a moral obligation, it's a business imperative.

The management of diversity has attracted significant interest from the academic community. Both management theorists (Kandola and Fullerton, 1998; Kreitner, 2004) and hospitality researchers (Christensen-Hughes, 1992; Gröschl and Doherty, 1999; Maxwell *et al* 2000; Devine *et al* 2007) highlight the benefits of diversity. A positive culturally diverse workplace is a workplace that celebrates its employees' cultures, that values and explores differences and that actively seeks to learn from other cultures in an inclusive and respectful manner.

The following demographics highlight the imperative of a programme or module of study supporting cultural diversity in order to develop cultural awareness competencies and skills in an increasingly competitive global economy.

Government agencies, such as FÁS, Fáilte Ireland and the UK's Labour Force Survey (Department of Education and Learning) have identified the significance of cultural diversity for all sectors within the UK economy and society. For migrant workers, the hospitality industry has long been an important point of entry into the host country's labour market. This is particularly evident in Australia and the US, where hospitality employers have a longer tradition of managing a multicultural workplace. Currently, the Irish and British hospitality industry is experiencing a significant increase in migrant workers from overseas. According to the Labour Force Survey (2005), by 2007, 12.5 per cent of the UK's working age population was born abroad, up from around 8 per cent in 1995. There are now 4.3 million adults of working age in the UK who were born abroad. The proportion of the population born outside the Republic of Ireland has more than doubled in ten years. In 1996, 7 per cent of our population was foreign born. This increased to 10 per cent in 2002 and to 15 per cent in 2006. In tourism the figure reaches 17 per cent of the workforce and 25 per cent in some specialist work areas (Fáilte Ireland, 2007). While not new, multiculturalism within the hospitality labour market is now a phenomenon that has reached geographically peripheral areas, such as Northern Ireland and Scotland. Widespread labour shortages and other labour market changes resulting from the impacts of a combination of among others, demographic, globalisation and economic factors in Europe, are leading hotel operators to hire new employees from a wide range of less developed and transition economy countries.

This guide aims to offer resources providing insight into functional areas of management (such as human resources) to operate and manage effectively in a

multicultural working environment by providing academics and students with opportunities to investigate theoretical models to critically evaluate the sources of challenges in managing a culturally diverse workforce. The guide provides resources which are usable in order to apply concepts and ideas to current and future management practice both within indigenous and international hospitality, leisure and tourism organisations.

The resource guide is separated into different sections. Firstly an annotated bibliography of resources is presented. This section is further separated into key themes that may comprise a semesterised module of cultural awareness or cultural diversity. Due to the wide and complex range of diversity issues and practices, there is no specific text or classical approach to learning the concepts of cultural diversity. A number of generic cross-cultural management textbooks are used to direct readers to chapters and case study material on relevant topics.

The guide also lists a number of generic management journals and also journals in the field of tourism and hospitality that often include articles and research notes on cultural diversity issues. In addition, a number of web-based, electronic sources and video/DVDs are provided, useful for retrieving and examining complexities of cultural relationships and teaching how to improve respectful communication among diverse individuals. Lastly, an example week-by-week teaching schedule and assessment strategy is presented.

ANNOTATED BIBLIOGRAPHY

Defining Concepts and Perspectives

This topic explores a range of generic issues endemic to the study of culture. Such issues include the perception of the multifaceted nature of culture and the need to recognise challenges that stem from attempts to capture the essence of cultural diversity and implications for the workplace. The following books make reference to some of the main conceptualisations and perspectives on cultural diversity.

French, R., (2007) *Cross-Cultural Management in Work Organisations*, CIPD, London

Chapter 2 focuses on the concept of culture and the ways in which it has been and continues to be interpreted.

Mullins, L.J (2005) *Management and Organisational Behaviour*, Harlow, Financial Times/Prentice Hall

This book includes a detailed summary of types of organisational culture within a wider discussion of organisation development.

Needle, D. (2004) *Business in Context*, London: Thomson

This text offers a lucid summary of aspects of the business environment as they affect business, including globalisation and cultural convergence and divergence.

Schneider and Barsoux (2003), *Managing Across Cultures*, 2nd ed. Harlow: FT/Prentice Hall

Chapters 1-3 inclusive, provide a framework for analysing culture, a key set of dimensions are explored to diagnose culture.

Other texts for reference material on this topic:

Clegg, S., Kornberger, M. and Pitsis, T. (2005) *Managing and Organisations: An Introduction to Theory and Practice*. London: Sage

This text provides a summary of new organisational forms – adhocracy, virtual organisations, network organisations and postmodern organisations

Hofstede, G. (2001) *Culture's Consequences*, 2nd edition. Thousand Oaks, CA: Sage

This work was based on research conducted in the IBM Corporation between 1967 and 1973.

Impacts of Cultural Diversity

A focus on changing relationships at work and the significance of valuing individual differences is crucial for enjoyment and satisfaction at work. Individual differences can foster creativity, enjoyment and satisfaction in the workplace but can also be the root of conflict and harassment. The following are a list of book chapters that introduce and discuss cultural differences from a management perspective.

French, R., (2007) *Cross-Cultural Management in Work Organisations*, CIPD, London

Chapter 3 and 4 Understanding models of culture, looks at existing popular models of culture and cultural differences, identifying common threads in the literature.

Guirdham, M. (2005) *Communicating Across Cultures at Work*, 2nd ed., Basingstoke: Palgrave Macmillan

Chapter 2 provides examples of work-related and organisational behaviours that may be influenced by culture. Ways of analysing culture are explored.

Schneider and Barsoux (2003), *Managing Across Cultures*, 2nd ed. Harlow: FT/Prentice Hall

In Chapter 4 these authors cover issues from a managerial perspective, with examples drawn from both research findings and practice.

Cultural Diversity in the Workplace

Globalisation of services and production, plus the increasing diversity of domestic workforces mean that few organisations or individuals at work can afford to ignore culture difference. People are not homogeneous and individual differences are the basis of diversity. Effective managers need to steer a course that matches the needs of the individual with the requirements of the organisation – management commitment and competence is required at selecting individuals who will be

valuable to the organisation. Managers need to value difference and be sensitive to contrasting needs. A number of concepts on managing culture diversity are viewed in the context of international staffing issues in the following text books:

Brewster, C., Sparrow, P. and Vernon, C. (2007) *International Human Resource Management*, 2nd ed., London: CIPD

The authors provide an overview of current theory and practice in international human resource management, together with a discussion of new developments in the area.

French, R., (2007) *Cross-Cultural Management in Work Organisations*, CIPD, London

Chapter 5, 6, 7 and 8 considers the impact of culture on a series of topic areas – organisation structure, intercultural communication, leadership and motivation.

Scullion, H. and Collings, C. (eds) (2006) *Global Staffing*. London: Routledge

This volume offers a comprehensive summary of international staffing issues, including those relating to expatriate managers.

Managing a Multicultural Workforce

“The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include sex, age, back-ground, race, disability, personality and workstyle. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilised and in which organisational goals are met”

(Kandola and Fullerton 1994). It is important to understand the extent to which traditional models of organisation structure can be viewed as universally applicable and to examine the impact of culture as a contingent factor affecting organisational arrangements.

There are a number of recently published textbooks that deal either directly or tangentially with people management aspects of cultural diversity as a business activity.

Adler, N. (2002) *International Dimensions of Organisational Behaviour*, 4th ed., Cincinnati, OH: South-Western College Publishing/Thomson Learning

This book examines the topic of motivation within an integrated cross-cultural perspective present throughout the text.

Francesco, A. M. and Gold, B. A. (2005) *International Organisational Behaviour*, 2nd Ed., Upper Saddle River, NJ, Pearson Prentice Hall

These authors deal with people management aspects of cross-cultural business activity.

French and Rumbles (2005), Recruitment and Selection, in Rayner, C. and Adam-Smith D. (eds) *Managing and Leading People*. London CIPD

These authors identify a number of employment measures taken by the retailer Asda within its 'opportunities for all' ethos strategy.

Harvey, C.P. and Allard, M.J. (2005) *Understanding and Managing Diversity: Readings, Cases and Exercises*, 3rd ed., Upper Saddle River, NJ, Pearson Education

The authors identify advantages and disadvantages of diversity management programmes, including blocks on decision-making within diverse groups, miscommunication, ambiguity and actual resistance from members of majority groups.

Holden (2002) *Cross-Cultural Management: A Knowledge Management Perspective*. Harlow: FT/Prentice Hall

Holden categorises cross-cultural management in the late twentieth century as having been primarily concerned with managing cultural differences, recommending that it should in future focus more on ways of fostering synergy and organisational learning.

Schneider and Barsoux (2003), *Managing Across Cultures*, 2nd ed. Harlow: FT/Prentice Hall

These authors provide a list of strategies for managing culture diversity – ignore, minimise, or utilise (Chapter 9 'The 'global' organisation).

Kandola, R. and Fullerton, J. (1998), *Diversity in Action: Managing the Mosaic*, 2nd ed. London, Chartered Institute of Personnel and Development

This text outlines many strategies for managing diversity.

Other texts for reference to such issues as leadership, knowledge and skills requirements include:

Carr-Ruffino, N (1996) *Managing Diversity – People Skills for a Multicultural Workplace*, London, International Thomson Publishing

Connerley, M. L. and Pedersen, P.B. (2005) *Leadership in a Diverse Multicultural Environment: Developing Awareness, Knowledge and Skills*, London, Sage Publications

Approaches to Cultural Awareness

An analysis of work-related and organisational behaviours that may be influenced by culture - discrimination, stereotyping and perception in the context of conflict and negotiation is crucial in determining the direction of the organisation. This topic includes a discussion on cultural differences and their effects on communication in diverse organisations. It is important to understand the different models purporting to explain cultural differences in diverse societies as well as own communities. The application of such models to workplace level is suggested - investigate organisational goals, policies, cultures and climates in managing diversity.

Important source material textbooks from writers who have devised influential models of culture include:

Hofstede (2001) *Cultures Consequences*, 2nd ed., Thousand Oaks, CA: Sage

Hofstede identified up to five universal dimensions along which individual societies can be compared. One such dimension enables us to assess the extent to which a society is individualist or collectivist in terms of its values (this distinction appears frequently within the cross-cultural business literature).

Koen, C (2005) *Comparative International Management*. Maidenhead: McGraw Hill

In Chapter 2 the author provides a scholarly analysis of major models of culture which includes an in-depth discussion of methodological issues.

Schneider and Barsoux (2003), *Managing Across Cultures*, 2nd ed. Harlow: FT/Prentice Hall

These authors offer up some possibly universal ethical standards – namely, honesty, integrity and the protection of stakeholders and claim that international managers have to consciously manage concerns regarding personal boundaries and control.

Selmer, J. (2005) *Western Business Expatriates in China: Adjusting to the Most Foreign of All Foreign Places*, in Scullion, H. and Linehan, M. (eds) *International Human Resource Management: A Critical Text*. Basingstoke: Palgrave Macmillan

On the basis of research this author has queried the validity of the processual view of culture shock and, indeed, the concept more generally.

Tayeb, M. (2003) *International Management: A Cross-Cultural Approach*. Harlow: Pearson

Chapter 3 highlights models of culture to be considered.

Trompenaars, F. (1997). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. 2nd Ed., London: Nicholas Brealey

This book provides a deep understanding of the differences between cultures.

Cultural Differences – Styles of Communication

An understanding of the elements of the intercultural communication process and barriers to intercultural communication are paramount in the development and implementation of an organisation's success. An awareness of the significance of communication is crucial in examining ways in which intercultural communication can be enhanced – inclusive language, ethical issues, communication behaviours, effective communication processes. The following resources provide an insight into aspects of intercultural communication.

Guirdham, M. (2005) *Communicating Across Cultures at Work*, 2nd ed., Basingstoke: Palgrave Macmillan

This is a comprehensive text covering both theoretical and practical aspects of the topic of intercultural communication and recognising the complexities of the subject area – especially within chapters 5 and 6.

Lewis, R. (2004) *When Cultures Collide: Leading, Teamworking and Managing Across the Globe*. London: Nicholas Brealey

This book contains many insights into cross-cultural communication in practice.

Warner, M. and Joynt, P. (ed) (2002) *Managing Across Cultures: Issues and Perspectives*, 2nd ed. London, Thomson Learning

These authors deal with a number of theoretical issues of interest to those studying cross-cultural management and organisational studies by networking with scholars working in a wide range of countries (Australia, Brazil, Canada, Germany, Hong Kong, Japan...) to provide new developments on managing in different cultures.

Intercultural Competencies

An analysis of training and ethics is required in order to appreciate the importance of cross-cultural training in enhancing managers' competencies. It is important to evaluate the value of such training in reality by exploring links between culture, ethics and managerial competencies. Case studies are suggested as a method to evaluate the impact of intercultural competencies on successful cross-cultural management.

Clegg, S., Kornberger, M. and Pitsis, T. (2005) *Managing and Organisations: An Introduction to Theory and Practice*. London: Sage

This text provides many possible examples of the organisational implications of cultural differences in communication.

French, R., (2007) *Cross-Cultural Management in Work Organisations*, CIPD, London

Chapter 9 and 10 focus on the competencies needed by managers and explores the links between culture and HRM with the use of case studies throughout.

The following is a selection of other text books (with useful chapters) that provide insight into globalisation and diverse cultural issues within management today:

Baum, T. (2006) *Managing People in International Tourism, Hospitality and Leisure*, London: Thomson

Brotherton, B. (2003) *International Hospitality Industry*, 5th ed., Oxford, Butterworth-Heinemann

Black, J.S., Gregersen, H.B., Mendenhall, M. & Stroh, L. (1999). *Globalising People Through International Assignments*, Harlow, Addison Wesley

Brislin, R. (2000) *Understanding Culture's Influence on Behaviour*. Fort Worth: Harcourt-Brace

Cornelius, N. (2002), *Building Workplace Equality: Ethics, Diversity and Inclusion*, London, Thomson

(2004), *Managing Diversity in the Workplace Handbook: Focusing on the Employment of Migrant Workers*. Diversity At Work Network (DAWN), Chambers of Commerce of Ireland, Institute of Technology, Blanchardstown National Consultative Committee on Racism and Interculturalism. Found at <http://www.nccri.ie/pdf/ManagingDiversity.pdf>

Emmott, B., Crook, C. and Michelthwait, J (2002) *Globalisation: Making Sense of an Integrating World: Reasons Effects and Challenges*, Economist Books

Go, F.M. and Pine, R. (1995), *Globalisation Strategy in the Hotel Industry*, London, Routledge

Hampden-Turner, C. and Trompenaars, L. (2000) *Building Cross Cultural Competence: How to Create Wealth From Conflicting Values*. Chichester: John Wiley

Hofstede, G. (1997) *Cultures and Organisations: Software of the Mind*, London: New-York: McGraw-Hill

Jandt, F.E. (2001) *Intercultural Communication: An Introduction*, 3rd Ed., London: Sage Publications

Kincheloe, J.L and Steinberg, S. R. (1997) *Changing Multiculturalism* (Buckingham: Open University Press)

Pickering, M (2001) *Stereotyping: The Politics of Representation*, Houndsmills: Palgrave

Robbins, S. (2005) *Organisational Behaviour*, 11th ed., Upper Saddle River, NJ: Pearson/Prentice Hall

Segal-Horn, S. (2000), "The Search For Core Competencies in a Service Multinational, A Case Study of The French Hotel Novotel", in Aharoni, Y. and Nachum, L. (Ed) (2000), *Globalisation of Services*, Routledge, New York, pp.320-333

Whetton, D. Cameron, K., and Woods, M. (2000) *Developing Management Skills for Europe*, Harlow: Prentice Hall

JOURNALS WHICH INCLUDE RELEVANT ARTICLES

- *Academy of Management Review*
- *Caterer and Hotelkeeper*
- *Cornell Hotel and Restaurant Administration Quarterly*
- *Education and Training*
- *European Management Journal*
- *Hospitality*
- *Human Relations*
- *Human Resource Management*
- *Managing Service Quality*
- *International Journal of Contemporary Hospitality Management*
- *International Journal of Hospitality Management*
- *International Journal of Human Resource Management*
- *International Journal of Manpower*
- *International Studies in Management and Organisation*
- *Journal of Social Issues*
- *People Management*
- *Theory, Culture and Society*
- *Tourism Management*
- *Work, Employment and Society*

There are several references within these journals, which are a useful source of up-to-date material, particularly with regard to documenting of events, issues and trends affecting diversity and cultural management. Some samples of good articles matched to the journals above are listed below:

Christensen-Hughes, J. (1992), Cultural Diversity; The Lesson of Toronto's Hotels, *Cornell Hotel and Restaurant Administration Quarterly*, 33, 2, 78-87

Devine, F. Baum, T., Hearn, N. and Devine, A. (2007) Cultural Diversity in Hospitality Work: The Northern Ireland Experience, *International Journal of Human Resource Management*. 18, 2, 333-349

Devine, F., Hearn, N., Baum, T. (2008) Cultural Diversity in the Curriculum: Perceptions and Attitudes of Irish Hospitality and Tourism Educators, *Irish Educational Studies*, Vol.27, No. 1, pp81-99

D'Netto, B. and Sohal, A. (1999), Human Resource Practices and Workforce Diversity: An Empirical Assessment, *International Journal of Manpower*, 20, 8, 530-547

Ellis, C. and Sonnenfeld, J.A. (1994) Diverse Approaches to Managing Diversity, *Human Resource Management*, 33, 1, Spring, 79-109

Gröschl, S., and Doherty, L. (1999) Managing Diversity in Practice, *International Journal of Contemporary Hospitality Management*, 11, 6, 193-198

Hearns, N., Devine, F. and Baum, T. (2007) "The Implications of Contemporary Cultural Diversity for the Hospitality Curriculum", *Education + Training*, Vol.49, Iss. 5., pp350-363

Maxwell, G., McDougall, M., and Blair, S. (2000) Managing Diversity in the Hotel Sector: The Emergence of a Service Quality Opportunity, *Managing Service Quality*, 10, 6, 367-373

Roberts, Z. (2002), Work Permit System Reformed, *People Management*, 10 January 2002, p.11

Shaw, J. and Barrett-Power, E. (1998), The Effects of Diversity on Small Work Group Processes and Performance, *Human Relations*, Vol. 51(10), pp. 1307-25

Vilhanski, O. and Puffer, S. (1993), Management Education and Employee Training at Moscow McDonalds, *European Management Journal*, 11(1), pp.102-107

USEFUL WEB RESOURCES

Newspapers and Government Reports

www.ireland.com/today.htm

Dooley, C. (2005), Filipino on 1 Euro an Hour in ferry row, *The Irish Times*, March 25, p7.

www.failteireland.ie

Fáilte Ireland (2005) Cultural Diversity Strategy and Implementation Plan, Dublin: *Fáilte* Ireland.

www.newsletter.co.uk

Glynn, E. & Bradfield, P. (2005), Ethnic Drive In Ballymena, Newsletter, Saturday 18th June.

www.independent.co.uk

Hickey, S. (2005), Filipino '1 Euro-an-hour' worker on ship until pay row resolved, *Sunday Independent*, March 27, p3.

www.ireland.com

Holmquist, K. (2005), "Eastern Promise", *The Irish Times*, 04/04/05 accessed online.

www.delni.gov.uk/docs/pdf/LMB2004_5.pdf

Jarman, N. (2004), "Migrant workers in Northern Ireland" accessed via Department of Educational and Learning.

www.delni.gov.uk/nisms_ssc_report_final.pdf

Northern Ireland Skills Monitoring Survey (2005), *Department of Higher and Further Education, Training & Employment*, DHFETE, accessed via: Department of Education and Learning.

www.personneltoday.com

Paton, N. (2004), "Sourcing labour from Eastern Europe", *Personnel Today*, 18 March 2005.

www.landwellglobal.com

Protheroe, J. (2005), EU Accession brings immigration issue to the fore for UK hospitality and leisure industry, HR Landwell UK.

Reports and Company Information

www.internationalist.com/business/

Centre for International Business provides information about international business.

www.compas.ox.ac.uk/publications/working_papers.shtml

Centre on Migration Policy and Society: COMPAS.

<http://internationalecon.com/>

Explanations of international trade.

www.ilo.org/

International Labour Org. provides comprehensive information on International Business.

libweb.uncc.edu/ref-bus/vibehome.htm

Virtual international business and economic sources with links to internet sources on international business.

www.odci.gov/cia/piblications/factbook/

World Factbook provides information about countries.

ANNOTATED GUIDE TO VIDEO AND DVD RESOURCES

Films:

City of God, by Paulo Lins, portrays the mobility of people from different cultural backgrounds in Brazil and demonstrates the changes in social behaviour during the 1960s, 70s and 80s.

Mississippi Burning, Roger Ebert, a tale of racism in America's Deep South.

To Kill a Mocking Bird, by Harper Lee, gives an accurate reflection of race relations in the Southern United States during the 1930s, containing a vast array of symbolism on cultural issues.

Video:

Blue Eyes – Brown Eyes: A story behind a teacher (Jane Elliott) in a small, all-white Iowa town (America) divided her third-grade class into blue-eyed and brown-eyed groups and gave them a daring lesson in discrimination 1968.

DVDs (from Insight Media): www.insight-media.com

Communicating Between Cultures:

This DVD presents eye-opening cross-cultural situations that show examples of how cultural norms can complicate intercultural communication.

Nonverbal Communication and Culture:

This DVD examines cultural issues in nonverbal communication. It differentiates between conscious and unconscious gestures; considers facial expressions; discusses cultural differences in voice, paralanguage, and the use of silence.

Cross-Cultural Understanding:

This DVD exploring the complexities of cross-cultural relations and teaches how to improve respectful communication among diverse groups.

Them and Us: Cultural Awareness:

A DVD explains the mental processes that people use to evaluate other cultures. It shows how common thinking habits can lead to assumptions, biases and prejudices.

TEACHING AND ASSESSMENT

Example Module Outline and Teaching Sessions for Cultural Awareness / Diversity for Hospitality and Tourism

This guide does not suggest a stand alone cultural awareness/diversity module or programme, but perhaps to integrate issues of cultural diversity into the hospitality and tourism programmes of study, in the form of topic content within a module, for example – human resource management or customer care.

The following presents an outline structure for a potted one-semester module on cultural awareness/diversity for hospitality and tourism. Due to the depth of some of the themed areas, more than one week may be required for the topic to be fully delivered and understood. It is also suggested that each session be punctuated with live case studies, and to invite international industry guest speakers and industry case examples to illustrate the points made and to give students the opportunity to apply theory to practice.

Lectures and seminars are proposed to be the main teaching and learning situations. Students may be given the opportunity to participate in seminars and group presentations to apply and evaluate the relevant theoretical arguments to the contemporary hospitality and tourism industries. The lectures will provide the underpinning knowledge upon which seminars will be built.

Seminars will give the students the opportunity to present topics and in a controlled environment. This approach is aimed at promoting the students' capacity for self-directed learning and to further reflect their personal and social skills and indeed to evaluate their own culture.

Week	Topic Area
1	Culture, Diversity, Equality: Definitions, Concepts and Perspectives <i>Explore a range of generic issues endemic to the study of culture, the perception of the multifaceted nature of the concept – beliefs, values, assumptions, patterns of culture....</i>
2	Impacts of Cultural Diversity: <i>Appreciate the difficulties involved in studying culture, including stereotyping and perceive the potential impact of individual differences and cultural influences on behaviour. Applied to the service sector.</i>
3	Cultural Diversity in the Workplace <i>Critique the benefits and challenges of managing a diverse workforce. Applied in the organisational and human resource context – strategic implementation models and management commitment...</i>
4	Managing a Multicultural Workforce <i>Assess the extent to which traditional models of organisation structure can be viewed as universally applicable; examine the impact of culture as a contingent factor affecting organisational arrangements – The 'global' organisation – strategies for managing cultural differences - ignore, minimise or utilise...?</i>
5	Approaches to Cultural Awareness [1] <i>Examine work-related and organisational and individual behaviours that may be influenced by culture – discrimination, stereotyping and perception in the context of conflict and negotiation. Communication is central to culture.</i>
6	Approaches to Cultural Awareness [2] <i>Understand different models purporting to explain cultural differences in diverse societies as well as own communities. Apply such models to workplace level - investigate organisational goals, policies, cultures and climates in managing diversity.</i>
7	Cultural Differences – styles of communication [1] <i>Describe the elements of the intercultural communication process and barriers to intercultural communication.</i>
8	Cultural Differences – styles of communication [2] <i>Awareness of the significance of communication - examine ways in which intercultural communication can be enhanced – inclusive language,</i>

	<i>ethical issues, communication behaviours, effective communication processes.</i>
9	Intercultural Competencies [1] <i>Training and ethics – appreciate the importance of cross-cultural training in enhancing managers’ competencies, and evaluate the value of such training in reality; Describe links between culture, ethics and managerial competencies.</i>
10	Intercultural Competencies [2] <i>Evaluate the impact of intercultural competencies on successful cross-cultural management – case studies examined.</i>
11	Presentations
12	Presentations

Assessment Examples

To enable students to apply theory to practice and contextualise what they have learnt, the following assessment suggestion is useful. It is recommended that assessment consists of 100 percent coursework – due to the diverse nature of the module content. Two pieces of coursework are outlined below:

A Reflective Piece

Students could be asked to reflect on the theoretical models of cultural differences and analyse their own behaviour, communication style and cultural stereotypes in relation to another national culture (not evident in their base group). Each student could then use the information gathered to reflect upon the potential challenges of working with the national culture identified in an international hospitality and tourism enterprise. Evidence of reflection could be presented in a form of a written assignment (approx. 3000 words).

A Group Presentation

A group presentation could require students (in groups of no more than 4) to provide a presentation suitable for a multicultural audience on developing a specific intercultural competency/skill, for example - negotiation, tolerance, and capacity to be flexible across managers in the international hospitality and tourism industries. Students may be asked to compile a report on the opportunities and limitations of developing their specific intercultural skill amongst managers from the national culture identified in the reflective practice assignment (approx. 1500 words).

As this module progresses, refinements could be made – perhaps as a result of learning issues and new resources becoming available.

SUMMARY

Although education for cultural awareness/diversity is supported by this guide, it is respected that it is a difficult and complicated area to embed within the curriculum. However, in an increasingly multicultural working environment academics should realise and use education for cultural diversity as an opportunity to add value to the education process through the creation of more dynamic learning outcomes.

Education for cultural diversity means an education which aims to educate people equally and help people get along with each other peacefully. The proposed module content will examine and expand on the principle concepts and theories of cultural diversity and their practical application to management. Issues include the management of cultural diversity, intercultural competencies, communication and application within hospitality, leisure and tourism businesses at a local, national and international level.

THE TEAM OF AUTHORS

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This guide 'Cultural Awareness for Hospitality and Tourism' was built on a range of research-related work undertaken by the team which has looked at migrant workers in the context of Scottish and Irish Hospitality. This work has addressed this theme from the point of view of all stakeholders in these peripheral locations (employers, front-line managers, workers, educators, tourism authorities). This guide provides support to develop a learning module and support learning resources for use within hospitality education and designed to prepare students for entering into a multicultural workplace.