

Chapter 12 Outline

Continuing Education
Emergence of Continuing Education
Professional Development
Lifelong Learning
Certifications
History of Professional Certification Programs
Value for the Hospitality Industry
Benchmarking
Design Models
Competency-Based Curriculum
Supervisory Development
Needs Assessment
Role in the Organization
Maximizing Outcomes
Environmental Influences
Management Development
Needs Assessment
Gaining Commitment
Measuring Effectiveness
Organizational Change through Training and Development
Characteristics of Organizational Change
Change Agents
Training Styles and Topics
Flexible-Learning Alternatives
Traditional-Learning Alternatives
Training Topics
Conclusion

Competencies

1. Identify the professional continuing education resources available to complement hospitality industry training and development. (pp. 379–384)
2. Describe industry-based professional certification programs. (pp. 384–392)
3. Describe the process of supervisory development and its benefits for the supervisor and the organization. (pp. 392–398)
4. Describe the process of management development and its benefits for the manager and the organization. (pp. 398–401)
5. Explain how training and development can facilitate organizational change. (pp. 401–403)
6. Describe the training styles and topics frequently used to train supervisors and managers. (pp. 403–406)