**Human Resources Management**

**TS2 (60 Hours)**

**Course Description:**

Human Resource Management is the most remarkable area in the field of business; especially in the hospitality industry. The economic crisis, natural disasters, technological trends, and other worldwide developments have all impacted human resources. Among all resources available to the business world, human capital remains the only resource that cannot be duplicated. Hospitality operations are just realizing the value of managing this resource efficiently and effectively. Although people are difficult to manage, they can change and adapt to give organizations added value.   
This course introduces students to some tools that elicit a change in employee behavior and support organizations to effectively manage this important asset. It helps them identify the core competencies that organizations of today search for in their “employees of choice”. Students who take this course get prepared to enter the world of the hospitality business well aware of their duties, responsibilities, and what gives them the competitive edge.

**Learning outcomes:**

After taking this course, students should be able to:

* Describe the strategic role of HRM in the organization.
* Define the functions of HRM.
* Conduct job analysis and write a job description.
* Identify effective recruitment and selection sources and methods.
* Devise a performance appraisal form.
* Design a compensation package in congruence with employees needs and organizational objectives.
* Produce a training and development program.

**Topics to Cover:**

Chapter One: Introduction to human resources in the hospitality industry.

Chapter Two: Human resources management : Policies & Procedures.   
Chapter Three: Employee recruitment and selection.

Chapter Four: First Impressions and an Ethical Foundation.  
Chapter Five: Planning Training programs.

Chapter Six: Delivering and Evaluating Training Programs.  
Chapter Seven: Performance Management and Appraisal.  
Chapter Eight: Compensation Programs.

Chapter Nine: Employee Health and Safety.

**CHAPTER 1**

**Introduction to Human Resources in the Hospitality Industry 3**

**LEARNING OBJECTIVES** :

***As a result of successful completion of this chapter, readers will be able to:***

**1)** Provide a brief overview of the hospitality and tourism industries, and emphasize the importance of effective human resources management to all organizations within them.

**2)** Explain how human resources management relates to the management of a hospitality and tourism organization.

**3)** Present an overview of human resources activities, and explain external and internal influences that affect them.

**4)** Review the importance of diversity in the hospitality workplace, and tell basic procedures important in planning and implementing a valuing - diversity emphasis.

**5)** List specific human resources responsibilities important in most hospitality and tourism organizations.

**CONTENTS:**

**Overview of Hospitality Industry 2**

**Managing Human Resources in the Organization 3**

**Human Resources Activities 4**

External Influences

Internal Influences

**Diversity in the Hospitality Workplace 5**

Overview of Diversity

**Specific Human Resources Responsibilities 6**

How can the Hospitality Industry Successfully compete for its Employees?

The Biggest Challenge is Human Resources

**Case Study: Human Resources Management in Action 9**

**Discussion Questions: 10**

**Human Resources Terms 11**

**CHAPTER 2:**

**Human Resources Management: Policies and Procedures 12**

**LEARNING OBJECTIVES** :

***As a result of satisfactory completion of this chapter, readers will be able to:***

1) Recognize and describe the difference between the HR policies and HR procedures

utilized by employers.

2) Identify the steps managers use to develop HR management policies and

procedures.

3) Understand the importance of seeking legal counsel and/or review prior to implementing HR policies and procedures.

4) Recognize and appreciate the role advanced technology is currently playing, and will continue to play, in the process of HR - related policy and procedure development.

5) Recognize the most significant reasons why HR managers must develop, implement,

and maintain effective HR recordkeeping systems.

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Policy and Procedure Development

Areas of policy and Procedure Development

**Early Theories of Motivation 16**

**Contemporary Theories of Motivation 18**

**Steps in HR Policy and Procedures Development 21**

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**CHAPTER 3:**

**Employee Recruitment and Selection 27**

**LEARNING OBJECTIVES:**

***As a result of satisfactory completion of this chapter, readers will be able to:***

**1)** Identify the factors that HR managers must consider prior to planning and initiating their organization’ s employee recruitment efforts.

**2)** Differentiate between the actions HR managers take when electing to conduct internal, external, or outsourced searches for qualified employees.

**3)** List and explain the importance of applications, interviews, testing, background checks, and references — the five major activities that HR managers undertake when screening employees for possible selection.

**4)** Understand and explain the potential legal liability related to negligent hiring.

**5)** Describe the metrics used to evaluate the effectiveness of recruitment and selection efforts.

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**The Search for Qualified Employees 29**

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External Search 30

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**Selection Defined 32**

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**CHAPTER 4:**

**First Impressions and an Ethical Foundation 42**

**LEARNING OBJECTIVES** :

***As a result of satisfactory completion of this chapter, readers will be able to:***

**1)** Review the basic concerns of new employees as they begin work in a hospitality organization.

**2)** Explain important procedures that should be used as employee orientation programs and procedures are developed and implemented.

**3)** Note the importance of employee handbooks, and list typical policy and procedure topics that might be included in them.

**4)** Identify basic concerns that should be addressed as employee mentoring programs are planned and implemented.

**5)** Discuss the role of ethics in the management of human resources.

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Employee Adaptation Concerns

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**Employee Handbooks 48**

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What are Ethics

Codes of Ethics

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**CHAPTER 5:**

**Planning Training Programs 55**

**LEARNING OBJECTIVES** :

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***As a result of satisfactory completion of this chapter, readers will be able to:***

**1.** Define the term *training* , note its benefits, and discuss common obstacles to and myths about training.

**2.** Recognize basic learning principles that influence how training programs should be planned and implemented.

**3.** State characteristics that are important for an effective trainer.

**4.** Explain procedures required for use in the first seven steps in a formal training process:

 *Define training needs*

 *Conduct a position analysis*

 *Define training objectives*

 *Develop training plans*

 *Develop training lessons*

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Define Training needs

Conduct a Position Analysis

Define Training Objectives

Develop Training Plans

Develop Training Lessons

Develop Training Handbook

Prepare Trainees

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**CHAPTER 6:**

**Delivering and Evaluating Training Programs 68**

**LEARNING OBJECTIVES :**

***As a result of satisfactory completion of this chapter, readers will be able to:***

**1.** Provide an overview of the individual on - job training process.

**2.** Explain steps that are important in the four - step individual (on - job) training method:

**3.** Explain additional on - job training approaches.

**4.** Provide an overview of the group training process.

**5.** Review specific procedures to prepare for group training:

 *Determining group training room requirements*

 *Selecting audiovisual requirements*

**6.** Discuss procedures to facilitate group training:

 *Presenting group training*

 *Interacting with group participants*

 *Conducting group training exercises*

 *Managing special training issues*

**7.** Discuss the training evaluation process:

 *Reasons for evaluation*

 *Levels of evaluation*

 *Methods of evaluation*

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**Steps in On-Job Training 70**

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**CHAPTER 7:**

**Performance Management and Appraisal 80**

**LEARNING OBJECTIVES:**

***As a result of satisfactory completion of this chapter, readers will be able to:***

**1.** Identify the benefits of a formal performance appraisal program.

**2.** Explain the rationale for each of the four steps in a progressive disciplinary program:

 *Documented oral warning*

 *Written warning*

 *Suspension*

 *Dismissal*



**3.** Describe the role of employee improvement tactics as an integral part of the performance management process.

**4.** Differentiate between a voluntary and a nonvoluntary employee separation, and explain the function of the exit interview.

**5.** Identify major legal issues related to performance management and appraisal.

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**CHAPTER 8:**

**Compensation Programs 94**

**LEARNING OBJECTIVES** :

***As a result of satisfactory completion of this chapter, readers will be able to:***

**1.** Describe the differences between extrinsic and intrinsic rewards as they relate to employee compensation programs.

**2.** Explain how compensation programs are affected by federal, state, and local laws.

**3.** List and describe the most common forms of direct financial compensation.

**4.** List and describe the most common forms of indirect financial compensation.

**5.** List and describe some of the most common forms of nonfinancial compensation.

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Incentives and Bonuses

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**CHAPTER 9:**

**Employee Health and Safety 106**

**LEARNING OBJECTIVES** :

***As a result of satisfactory completion of this chapter, readers will be able to:***

**1.** Explain the roles of the two most important federal agencies responsible for ensuring employees are safe at work and are protected from those who would illegally harass them.

**2.** Explain the advantages enjoyed by employers who provide healthy worksites for their employees.

**3.** Describe the differences and similarities between employee assistance programs and employee wellness programs.

**4.** Review the legal and moral responsibilities employers have to ensure a safe and secure worksite for their employees.

**5.** List and describe specific steps employers can take to help prevent workplace violence.

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Harassment

**Employee Health 109**

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