

HUMAN RESOURCE MANAGEMENT

Stage: II

Theme: Human Resource Management

60 contact hours / 4 semester credits

INTRODUCTION

The intricacies of managing the human resources within the business context are developed in further detail. This module aims to provide students with an in-depth understanding of the major human resource issues involved in managing an international workforce within the hospitality industry. Factors such as recruitment and selection, training, employee deployment and development, performance and motivation are examined in detail. It gives students a clear knowledge of the laws relating to employment, benefits, work practices and health and safety issues. An international or “world view” of “best practice” is assumed.

AIMS

To provide students with:

- A firm knowledge and understanding of the practical dimension of human resource management, i.e. planning, recruitment, selection, induction, training/development, reward systems and people review/appraisal systems
- An ability to evaluate and discuss the changing nature of human resource aspects of management in terms of communication, leadership, teamwork and the “psychological contract” between organisations and their employees.
- A detailed knowledge of the Employment law documents and developments

LEARNING OUTCOMES

On completion of this module successful students will be able to:

- Apply a working knowledge of personnel management theory and practices within a hospitality industry content.
- Appreciate the implications of employment laws in the hospitality industry.
- Study and critique the stages of human resource development.
- Identify and appreciate the qualities required to ensure good teamwork through effective supervision.

SYLLABUS

Human Resource Development

- Background to Human Resource Management
- Orientation and socialisation
- Managing productivity and controlling labour costs
- Evaluating employee performance and coaching
- Recognition and Reward Systems

Employment Laws, Planning and Staffing

- Employment laws and applications
- Job analysis and job design
- Planning and recruiting
- Selection/Induction/Training and Development
- Importance of documentation, performance appraisal

Compensation and Labour Issues

- Payment administration, pensions, sick-pay, absenteeism
- Incentive schemes and benefits administration
- Labour unions
- Negotiation and collective bargaining

Safety, Discipline and Ethics

- Health, safety and employee welfare programmes
- Turnover, discipline and termination of employment
- Exit Interviews
- Equality of Opportunity
- Social responsibility and ethics

Employee Information Systems

- Manual and Computerised Personnel Recording Systems
- Information Systems
- Confidentiality, Privacy and Security
- Data Protection Act

A Framework for Supervision

- The supervisor and the management process
- Effective communication

Supervisory Tools

- Building an effective team
- Motivation through leadership
- Managing conflict, cultural, geographical and ethnic diversity

Improving Effectiveness

- Time management
- Managing change
- Professional development and future trends

TEACHING & LEARNING METHODS

The lectures designed to deliver this HRM module will be supplemented by visiting HR specialists from the hospitality industry. Videos/multi-media and role-play will also be important in exploring HR concepts and practices and scenarios. Tutorials will be used to host discussions and explore current issues and case studies and students participation will be required. The role of HRM within international hospitality management as a whole will be emphasised. Independent learning will be emphasis and students will be

required to design a group project and present their work. Guidance and feedback will be provided for students as they complete their project.

INTEGRATION & LINKAGE

This module is beneficial to students entering into the international hospitality industry, in particular managing an international human resource element. The study of this module is significant in that it builds on material covered in subjects such as Organisational Behaviour, International Hospitality Management and Marketing. The principles dealt with in this module are covered in detail and can be applied to specific hospitality employer/employee relationships.

ASSESSMENT

This module requires two distinct types of assessments. Class-based exercises and role-play will require the demonstration of knowledge, understanding, analysis and discussion, and will provide an opportunity for self/peer assessment and immediate feedback. The group project will provide an opportunity to exchange ideas, develop teamwork, prioritise and present material. Course work will account for 30% marks. On module completion a closed book examination will also be held, accounting for 70% of the assessment marks. Students will be expected to have highly developed research, cognitive critical skills at this stage. Their writing styles and clarity of expression will also be measured against a higher standard.

Exam – 70%

Commentary – significant reflection / detailed discussion of the practical and ethical nature of HRM

Commentary / discussion questions – examining relevance and significance of theories and practices of HRM

Analytical questions – commentary discussions requiring significant reflection

Course Work - 30%

Contribution to class based exercises - peer / self assessment – discussions and feedback

Group project - based on participation, research, analysis and presentation of information

READING LIST

Title	Author	Publisher	Year
Essential Human Resource Management 8 th edition	Dessler, Gary	Prentice Hall	2001
Managing People in the Hospitality Industry	Mullins, Laurie J	Pearson Education	1998
Recommended Human Resource Management in the Hospitality Industry	Go, FM, Monachello, ML, & Baum T	Wiley Publishers	1996
Human Resource Management 8 th edition	Mondy RW et al	Prentice Hall	2001

