



Philadelphia University
Faculty of administration and finance sciences
Department of hotels and tourism management
first semester, academic year 2011-2012

<u>Course syllabus</u>	
Course title: HRM in hotels	Course code: 381311
Course level: 3	Course prerequisite (s) and/or co- requisite (s)
Lecture time: 9.10-10.00	Credit hours: 3 hours

<u>Academic Staff Specifics</u>				
Name	Rank	Office number and location	Office hours	E-mail address
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Course module description:

Hospitality and Tourism industry and Hotels industry in particular, are a major source of economic growth and employment, both domestically and internationally. This subject uses modern issues in these industries to cover Human Resource Topics relevant to hotels .The unit investigates the way in which the management of people in hotels industry can be developed to gain a competitive advantage.

The unit aims to verify and explain the importance of staff recruitment, retention, education, and training in the hotel and tourism industry. It aims also to develop and promote a systematic and coordinated approach to human resources planning, research, education and training in the hotels and tourism industry.

Course module objectives:

1. To develop an understanding of the management of human resources in hotel and tourism industry;
2. To explain the role and nature of qualification and skills requirements for employees, employment criteria;
3. To understand the nature and volume of recruitment sources and procedures.
4. To explain training needs and costs.
5. To explain the main difficulties in human resource management.
6. To examine the application of human resource theory to relevant practical situations.

Prerequisites

331101 Introduction to Management and 381101 Principles of hotels and tourism management.

Course/ module components

Prescribed Text

الحميري د. موفق عدنان هندسة الموارد البشرية في صناعة الفنادق. مؤسسة أثير للنشر والتوزيع. عمان الأردن 2011

1. Goldsmith, A., Nickson, D., Sloan, D. & Wood, R. 1997. Human resource management for hospitality Services. London: Thomson Learning.
2. Hall, C. M. 1998. Introduction to tourism (3rd ed.). Harlow: Longman
3. Iverson, K. 2001. Managing human resources in the hospitality industry. New Jersey. Prentice Hall
4. Jerris, L. 1999. Human resource management for hospitality. New Jersey: Prentice Hall.
5. Johnson, D. 1998. Human resource management in the tourism industry. Sydney. McGraw Hill.
6. Korczynski, M. 2002. Human resource management in service work. Basingstoke: Palgrave.
7. Knowles, T. 1998. Hospitality management (2nd ed.). Harlow: Longman.
8. Lee-Ross, D. 1999. Human resource management in tourism & hospitality. London: Cassell.
9. Mullins, L. 2001. Hospitality management and organizational behavior (4th ed.). Essex: Pearson.
10. Riley, M., Ladkin A. & Szivas, E. 2002 Tourism employment: Analysis and planning. Clevedon. Channel View.

11. Tanke, M. 2001. Human resources management for the hospitality industry. New York. Thomson Learning.
12. Weaver, D. & Oppermann, M. 2000. Tourism management. Brisbane: Wiley.

General HRM

1. Anthony, W. P., Perrewe, P. L. & Kacmar, K. M. 1999. Human resource management (3rd ed.). Fort Worth: Dryden.
2. Brewster, C., Dowling, P. Grobler, P., Holland, P., and Warnich, S. 2000. Contemporary issues in human resource management. Oxford : Oxford University Press.
3. Dessler, G., Griffiths, J., Lloyd-Walker, B. & Williams, A. 1999. Human resource management. Brookvale: Prentice Hall.
4. Stone, R. J. 2002. Human resource management (4th ed.). Brisbane: John Wiley.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines). There is a large and growing range of relevant academic journals. Some of the more relevant are:

Industry Specific

1. International Journal of Hospitality Management.
2. Annals of Tourism Research.
3. Cornell Hotel and Restaurant Administration Quarterly.
4. International Journal of Contemporary Hospitality Management.
5. International Journal of Hospitality Management.
6. Journal of Hospitality and Tourism Management.
7. Journal of Hospitality and Tourism Research.
8. Tourism Management.

General HRM

1. Academy of Management Journal.
2. Academy of Management Review.
3. Administrative Science Quarterly.
4. Asia Pacific Journal of Human Resources.

Learning outcomes:

Knowledge and understanding:

1. To know The key HR challenges facing the Hotel;
2. To understand A strategy for recruitment and selection that will reduce employee turnover.

3. To Evaluate the advantages and disadvantages of how the Hotel is using flexible patterns of work.
4. To describe challenges for managing people in Hotel industry.

Cognitive skills (thinking and analysis).

1. To explain how the power, commitment and culture dimensions relate to the manner in which HR strategies are implemented.
2. To analysis the implications of the customer satisfaction and employee satisfaction.
3. To analysis how can the performance of firms in hotel industry be measured?

Assessment instruments

Internal Assessment

Presentation 1

Due Date: During Tutorials weeks 3 to 6

Value: 5 marks

Presentation 2

Due Date: During Tutorials weeks 8 to 12

Length: 1200 words maximum

Value: 15 marks

First Assignment

Due Date: 9.10, Tuesday 30 October

Length: 2,000 words maximum

Value: 20 marks

Second Assignment

Due Date: 9.10, Tuesday 16 December

Length: 2,000 words maximum

Value: 20 marks

A checklist for preparing your assignment

1. **Clear understanding of the core problems relating to HRM in Hotel Industry.**
After you have familiarized yourself with the case and read and re-read the details, you should be in a position to identify the core problem(s). It is useful to distinguish between immediate problems and underlying problems. Immediate problems are often symptoms of more enduring underlying matters. For example, the high level of turnover may be a symptom of other HRM or management issues.
2. **Analysis**
Have you moved beyond simple descriptions? From the theoretical foundations, have you draw conclusions, insights and implications for HRM in Hotel Industry?
3. **Synthesis**
Have you carefully selected a wide range of texts and journals for your assignment preparation? Have you integrated both industry specific and general HRM literature? As a minimum, you are expected to use the texts and additional readings, particularly relevant journal articles, for this unit.

4. Application

Have you demonstrated skills in applying theory to practice? Be sure to make extensive and appropriate use of theory in the case analysis.

Have you clearly answered the question? There are three parts to the answer; each requiring a different approach:

Q1 requires an analysis of the key HR challenges (focus on what you think are the more important issues): what is the HR issue and why is it a key challenge?

Q2 requires the development of a strategy and the recommended approach needs to be clearly stated.

Q3 requires the identification of the various flexible patterns of work being utilized by Hotel and commenting on the advantages and disadvantages of those patterns.

5. References

In text: Using the author-date method of referencing, have you correctly cited **all** the authors whose work you have drawn upon?

Reference section: Have you correctly listed all references used throughout the body of your essay in an end reference list?

6. Literacy

Is your essay (report) well organized? It should have a clear structure with appropriate headings. Have you checked spelling, punctuation, grammar and sentence and paragraph formation?

<u>Allocation of Marks</u>	
Assessment Instruments	Mark
First examination	20
Second examination	20
Final examination	40
Reports, research projects, quizzes, homework, Projects	20
Total	100

Examination

Format

The final examination will be of 3 hours duration, preceded by 10 minutes reading time.

The examination is worth 40 per cent of the total available marks, comprising a choice of 5 out of 6 short essay questions.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Registration Office.

Examinations will normally be scheduled Sunday to Thursday inclusive.

Examinations may be held during the day or evening and students should consult the university information that will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of the department, a student who fails will not be granted a supplementary examination.

Submission of Coursework

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge **prior** to the due date.

Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Course/module academic calendar

Week	Basic and support material to be covered	Homework/reports and their due dates
(1)	Introduction to HR in Tourism and Hospitality	Describe challenges for managing people in service industries;
(2)	Empowerment and management styles.	1.What is meant by empowerment and what are some of the forms of empowerment? 2. How does empowerment fit into the concept of "HRM"? 3. Explain management styles and their relevance to hotel industry.
(3)	Changes at work and labour markets.	1.Explain how the power, commitment and culture dimensions relate to the manner in which HR strategies are implemented. 2. Explain core and peripheral groups of workers in the context of hotel industry. 3. Is a high usage of casual employees compatible with good service?
(4)	Involvement recruitment and selection	1. Do hotel industry, as currently managed in Jordan, lend themselves to empowerment through involvement? 2. Why is there a high "churn" of people in management positions in tourism and hospitality? 3. How can hotels implement effective recruitment and selection?
(5)	Feeling empowered; emotions at	1.In hotel industry, employees are often expected to delight guests.

	work training and development.	Discuss in light of the HAND (have a nice day) syndrome. 2. You can't teach good guest service techniques; employees have the right personality for guest service or they don't". Discuss. 3. There is a view that tourism businesses don't have the time and resources to train their staff. How can this view be overcome?
(6) First exam	Improved business and individual performance	1. Discuss the requirements for HR to provide a source of competitive advantage in the context of hotel organizations. 2. How can the performance of firms in hotel industry be measured? 3. "Delivering good service is a team effort and therefore considering performance management is a waste of time". Discuss.
(7)+ (8)	Empowerment and service quality management	1. How would you as HR Manager for the restaurant chain, close the 5 gaps identified in the textbook? 2. What are the implications of the customer satisfaction and employee satisfaction . 3. "Theories of customer service suit American circumstances that are largely irrelevant to how Jordanian workers are prepared to behave". Discuss.
(9)+(10)	Empowerment and participation Employee Relations.	1. Discuss the concept of job enrichment as outlined in the Marriott Hotels' case and outline a case for adopting this concept into a 4-star hotel in Jordan. 2. Explain the changes to the roles of both team members and team managers. How would you convince existing managers to devolve power to team members? 3. Prepare a brief report outlining the key matters to be decided by a new, 60- employee tourism venture in Tasmania relating to choosing appropriate agreement/ award arrangements.
		1. Discuss barriers to commitment such as absenteeism and high labour turnover; what recommendations would you make to a large family restaurant to reduce these factors?

(10)+(11)	Empowerment and Commitment	<p>2. Briefly explain how at least 3 HR strategies could be used to increase an employee's moral commitment to the organization.</p> <p>3. "The skills and behaviors necessary to manage people in hotel industry are 'soft skills' more likely to be held by women rather than by men. Therefore, service organizations should hire women for management or development positions". Critically discuss.</p>
(12)+(13)	Empowerment and structure Remuneration	<p>Discuss the barriers to increasing managerial empowerment?</p> <p>2. What impacts does an organizational structure have on the delivery of high levels of customer service? Illustrate using two organizations.</p> <p>3. Hotel industry traditionally is categorized as "low pay". What issues are there in designing a remuneration strategy to retain key workers and reward good performance?</p>
(14) Second examination	Employment Performance Appraisal	<p>1. Explore the factors influencing Employment Performance Appraisal?</p> <p>2. Who is responsible for Appraisal? What is meant by self-evaluation?</p> <p>3. Compare between the Traditional and Paired Comparisons Methods of appraisal?</p>
(15) Specimen examination (Optional)	Strategic HR in Hotel industry and Review.	<p>1. Discuss the different approaches to the management of HR in hotel organizations.</p> <p>2. Discuss the argument that says a tension exists for "service employees...to manage ...the potential conflicts between guest service needs and commercial objectives. What implications does this have for the management of HR in hotel organizations?</p>
(16) Final Examination	General review	

Expected workload:

On average students need to spend 2 hours of study and preparation for each 50-minute lecture/tutorial.

Attendance policy:

Absence from lectures and/or tutorials shall not exceed 15%. Students who exceed the 15% limit without a medical or emergency excuse acceptable to and approved by the Dean of the faculty shall not be allowed to take the final examination and shall receive a mark of zero for the course. If the excuse is approved by the Dean, the student shall be considered to have withdrawn from the course.

project

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached. Both of which

are available as a blank template from the School of Management website:

<http://www.utas.edu.au/management/student.htm>

Please remember that you are responsible for lodging your written Coursework on or before the due date. We suggest

you keep a copy—photocopying is ideal. Even in the most 'perfect' of systems, items sometimes go astray.

Hobart students: Lodge in assignment box beside room 325, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

Plagiarism

Plagiarism is taking and using someone else's thoughts, writings or inventions and representing them as your own; for

example downloading an essay from a cheat site, copying another student's work or using an author's words or ideas

without citing the source. Plagiarism is a form of cheating. It is a University offence punishable by a range of penalties

including a fine or deduction/cancellation of marks and, in the most serious of cases, exclusion from a unit, a course, or

the University. **When in doubt consult your lecturer or tutor.** Details of penalties that can be imposed are

available in the Ordinance of Student Discipline or at www.utas.edu.au/plagiarism.