

BHOS413 Human Resources in Hospitality

ECTS Value: 4 ECTS

Overall Objectives and Outcomes

This module aims at underlining the importance of Human Resources within the Hospitality industry, particularly because this sector contributes more than 20% to the local Gross Domestic Product. One of the key factors that might make or break the constant success of this industry is Human Resource and how this is managed through a number of systems within the hospitality sector. Such systems are divided in three main areas:

- Ability-enhancing systems (e.g. training and staffing)
- Motivation-enhancing systems (e.g. variable pay and performance appraisal)
- Opportunity-enhancing systems (e.g. employee involvement and employee participation)

These three types of systems will be discussed in this module together with the corresponding best practices of Human Resources in the hospitality sector. In addition to the subject content, this module will outline the methods of teaching Human Resources for Hospitality to students in an effective way and the relevant resources which are made available by the local education authorities.

By the end of this module, the learner will be able to:

Competences

- critically assess the different functions and systems employed within the Human resources sector and evaluate the impact of each when implementing such systems, particularly those aimed at building the necessary capacity of staff;
- analyse the effects that the implementation of proper HR systems has on the employees and evaluate this in light of variable pay, performance appraisals and staff empowerment;
- develop a comprehensive understanding of the Human Resources structures within the Hospitality industry and critically assess the various elements which lead to an increase in employee involvement and participation within an organization.

Knowledge

- identify the role of Human Resource Management Systems in Hospitality based on ability-enhancing, motivation-enhancing and opportunity enhancing practices;
- discuss the importance of organisational culture and ethical principles achieved through human resource management, to retain workers and enhance productivity;
- explain how Human Resource Management practices can be used to develop human capital through training and education, and investment in the knowledge of employees;
- identify the importance of the Key Performance Indicators (financial and non-financial) used for benchmarking within the Hospitality industry;

- e. explain the methods of employing The Balanced Scorecard (Kaplan & Norton 1996) to record the performance of a Hospitality organisation and the resulting internal and external outcomes.

Skills

- a. demonstrate an understanding of issues in human resource management and how to overcome said issues;
- b. use Key Performance Indicators to assess the performance in an organisation;
- c. use various human resource management systems within the tourism and hospitality industry;
- d. apply and use the theory of the Balanced Scorecard to analyse the performance at the workplace;
- e. differentiate between human resource management systems, particularly those considered to be substitutive in nature and those which are complementary;
- f. identify the skills required by the management to be able to implement specific task in the most efficient and effective way;
- g. identify the different ways by which human resource management influences performance.
- h. carry out a critical analysis on HR practices and their application in relation to the people and the context in question;
- i. evaluate which practices are most likely to be successful under different circumstances;
- j. assess the role of managers in effectively implement human resource management systems;
- k. explain and name different approaches to human resource management systems to students;
- l. report on the different skills required by the management to implement various human resource management systems;
- m. carry out independent research exercises on Human Resource Management in hospitality in order to prepare the necessary educational resources for student;
- n. access specific online sites and portals to obtain the necessary resources about HRM in Hospitality and compile the information into visual/audio-visual material that can be used during the delivery of lessons.

Assessment Methods

This module will be assessed through: Assignment

Suggested Readings

Core Reading List:

1. Baum, T. 2006. *Human Resource Management for Tourism, Hospitality and Leisure, An International Perspective*. Thomson Learning.
2. Hayes, D. and Ninemeier, J.D. 2009. *Human Resource Management in the Hospitality Industry*. Wiley.
3. Nickson, D. 2007. *Human Resource Management for the Hospitality and Tourism Industries*. Taylor & Francis.
4. Taylor and Francis Group. 2018. *Human Resource Management in the Hotel and Catering Industry*. Taylor and Francis: Abington, UK.