

The Hong Kong Polytechnic University

Subject Code	HTM3226
Subject Title	Managing Human Resources in Hospitality, Tourism and Events
Credit Value	3
Level	3
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	This subject aims to examine various ways of applying theories and practice of strategic human resources management in the hospitality, tourism and events industries. It also aims to identify major issues in the human resources field, analyze and synthesize various practices of handling human resources, and maximize organizational productivity in the hospitality, tourism and events industries.
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <p>A. Competent professional:</p> <ul style="list-style-type: none"> • Integrate and apply the knowledge in managing human resources with specialized technical knowledge, supervisory skills with some managerial knowledge that are fundamental to functioning effectively in human capital development; understand the global trends and opportunities related to talents; and demonstrate entrepreneurial spirit and skills in different aspects of human resources management. <p>B. Critical thinker:</p> <ul style="list-style-type: none"> • Examine creative and analytical skills to interpret human resources problematic issues, critique the validity of information, arguments, and different viewpoints and reach sound judgments in human resources planning, recruiting, and management of employees in hospitality, tourism and event organizations. <p>C. Innovative problem solver:</p> <ul style="list-style-type: none"> • Identify and define problems impacting upon human resources functions, and produce innovative solutions to solve problems in the hospitality, tourism and event industry. <p>D. Effective communicator:</p> <ul style="list-style-type: none"> • Comprehend and communicate effectively in English, orally and in writing, in professional and day-to-day contexts to interpret human resources functions in the hospitality, tourism and event industry.

	<p>E. Lifelong learner:</p> <ul style="list-style-type: none"> • Develop their interest in managing human resources, recognise the need for continual learning and self-improvement, plan, manage and evaluate their own learning in pursuit of self-determined goals in pursuit of self-determined goals in carrying out managerial functions. <p>F. Ethical leader:</p> <ul style="list-style-type: none"> • Demonstrate the personal responsibility and ethics in human resources management; have an understanding of leadership and be prepared to serve as a leader and a team player in the hospitality, tourism and event industry; demonstrate self-leadership and psychosocial competence in pursuing personal and professional development in the hospitality, tourism and event industry; and be capable of building and maintaining relationship and resolving conflicts in group work situations; and demonstrate ethical reasoning in professional and day-to-day contexts. <p>G. Socially responsible global citizen:</p> <ul style="list-style-type: none"> • Recognize different cultures and social development needs in the local, national and global contexts; and accept their responsibilities as professionals and citizen to the industry, society, their own nation and the world.
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Topics & Indicative Contents</p> <p>a. INTRODUCTION TO HUMAN RESOURCES MANAGEMENT</p> <ul style="list-style-type: none"> - What is HRM? - Why HRM is important to managers and particularly in the hospitality, tourism and events industries? - Line and staff aspects of HRM - HR Manager’s duties - HR Department organizational structure - HR approaches in Hotel ICON and other tourism and events organizations <p>b. STRATEGIC HUMAN RESOURCES MANAGEMENT</p> <ul style="list-style-type: none"> - Strategic Management – introduction, types and practices - Role of a strategic human resources manager in hotel, tourism, events & catering industries e.g. hotels, travel agents, events, exhibitions, clubs, hospitals, airlines, catering, etc. - SWOT Analysis of the labour market in relation to the labour intensive nature of the hotel, tourism, events & catering industries. - Manpower planning practices of hotel, tourism, events & catering industries including how Hotel ICON approaches hiring the initial staff.

**Subject Synopsis/
Indicative Syllabus**

c. JOB ANALYSIS, HR PLANNING AND RECRUITING

- Steps in conducting a Job Analysis
- Methods of collecting Job Analysis information
- Writing Job Description and Job Specifications
- Competency-based Job Analysis
- Job descriptions from Hotel ICON will be used

d. EMPLOYEE TESTING, SELECTION STRATEGIES AND INTERVIEWING CANDIDATES

- Explore different selection tests
- Understand the concept of validity and reliability in tests
- Ethical and legal considerations in testing
- Application of selection tests in the workplace
- Interviewing techniques in recruitment

e. TRAINING & DEVELOPING EMPLOYEES

- Systematic approach to training programmes that suit hotel, tourism, events & catering employees e.g. customer service, lodging, tourism and events service, handling, guest complaints, etc.
- Training Model: needs analysis, design, process, skills and evaluation
- Staff development strategies in the hotel, tourism, events & catering fields
- Hotel ICON training programmes will be presented and students included in programmes

f. APPRAISING AND MANAGING PERFORMANCE, PAY FOR PERFORMANCE AND FINANCIAL INCENTIVES

- Holistic approach of performance management applicable to the hotel, tourism, events & catering industries
- Pay for performances: standards, systems and evaluation
- Improving employee productivity - quality vs. quantity productivity
- Examples of measurements of employee productivity in the hotel, tourism, events & catering industries

g. ESTABLISHING STRATEGIC PAY PLANS, BENEFITS AND SERVICES

- Compensation package: financial and non-financial; unique compensation packages offered by the hotel, tourism, events & catering industries
- Recognition and incentive system: examples from the existing hotels, tourism, events and clubs
- Benchmarking - collaboration with the associations e.g. Hong Kong Hotels Association, Hong Kong Restaurants Association
- Participation programme - employees' involvement in planning and the reward scheme e.g. J.W. Marriott Hotel - Cafeteria benefits plan – possibilities and limitations in Hong Kong hotel, tourism, events & catering industries. This will include Hotel ICON HR policies discussions