

The Hong Kong Polytechnic University

Subject Code	HTM3206
Subject Title	Managing Human Resources in Hospitality and Tourism
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 tourism and hospitality industry. 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 tourism and hotel industry.
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <p>A. Professional Competence</p> <ul style="list-style-type: none"> • <i>demonstrate</i> specialized technical knowledge, supervisory skills with some managerial knowledge to address human resources management <p>B. Critical Thinkers</p> <ul style="list-style-type: none"> • <i>display</i> creative and analytical skills to <i>interpret</i> human resources problematic issues, and make sound judgments in human resources planning, recruiting, and management of employees of a hospitality organization. <p>C. Effective Communicators</p> <ul style="list-style-type: none"> • <i>apply</i> a wide range of routine and some advanced skills in using IT applications, interpreting, using and evaluating numerical and graphical data to <i>interpret</i> human resources problems in the hospitality industry. <p>D. Innovative Problem Solvers</p> <ul style="list-style-type: none"> • <i>identify</i> and <i>offer solutions</i> to problems impacting upon human resources functions in the hospitality industry. <p>E. Lifelong Learners</p> <ul style="list-style-type: none"> • <i>plan, design and use</i> technical skills in carrying out some managerial functions.

	<p>F. Ethical Leaders</p> <ul style="list-style-type: none"> • <i>recognize</i> ethical issues that are important for human resources managers.
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Topics & Indicative Contents</p> <p>a. INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> - What is HRM? - Why HRM is important to managers and particularly in the hospitality industry? - Line and Staff Aspects of HRM - HR Manager’s Duties - HR Department Organizational Structure - How is HR approaches in Hotel ICON <p>b. STRATEGIC HUMAN RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> - Strategic Management – Introduction, types and practices - Role of a strategic human resources manager in hotel & catering industry e.g. hotels, clubs, hospitals, airlines, catering, etc. - SWOT Analysis of the labour market in relation to the labour intensive nature of the hotel & catering industry. - Manpower planning practices of hotel & catering industry including how Hotel ICON approaches hiring the initiative staff. <p>c. LABOUR LAW IN HONG KONG</p> <ul style="list-style-type: none"> - Employment Ordinance in Hong Kong - Definition of Employment, full time, part time, - Benefits of labour and Obligations of Employers - Presiding Officer – Role and Functions in Hong Kong Labour Tribunal - Role of HR expert in representing organization in Labour Tribunal <p>d. JOB ANALYSIS, HR PLANNING AND RECRUITING</p> <ul style="list-style-type: none"> - Steps in conducting a Job Analysis - Methods of collecting Job Analysis information - Writing Job Description and Job Specifications - Competency-based Job Analysis - Job description from Hotel ICON will be used <p>e. EMPLOYEE TESTING, SELECTION STRATEGIES AND INTERVIEWING CANDIDATES</p> <ul style="list-style-type: none"> - 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 through shadowing HR staff during interview

f. MANAGING HEALTH, SAFETY & STRESS

- Employment Compensation Ordinance in Hong Kong
- Concept of Health, work-life Balance
- Stress management
- Safety issues in the hospitality industry
- Ergonomics and Preventive measures

g. TRAINING & DEVELOPING EMPLOYEES

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

h. APPARISING AND MANAGIG PERFORMANCE, PAY FOR PERFORMANCE AND FINANCIAL INCENTIVES

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

i. DISCIPLINARY ACTIONS AND GRIEVANCE HANDLING

- Internal Employee Relations Defined
- Discipline and Disciplinary Actions
- The Disciplinary Acton Process
- Approach to Disciplinary Action
- Grievance Handling & Procedure
- Dispute Resolution, Arbitration, and Meditation
- Termination, Layoff, Demotion
- Hotel ICON procedures and policies

j. ESTABLING STRATEGIC PAY PLANS, BENEFITS AND SERVICES

- Compensation package: financial and non-financial; unique

compensation packages offered by the hotel & catering industry.

- Recognition and incentive system: examples from the existing hotels 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 & catering industry. This will include Hotel ICON HR policies discussion

k. EMPLOYEE TURNOVER AND RETENTION

- Turnover Analysis: costs & benefits; how hotel & catering organizations handle employees' turnover problem.
- Employees' motivation strategies in Hong Kong hotel & catering industry.
- Retention strategies in different hotel & catering institutions
- Evaluation of Hotel ICON experiences

l. HUMAN RESOURCE INFORMATION SYSTEM - HRIS

- Purposes and uses of HRIS in the hospitality industry
- Application of HRIS to different hotels, catering, travel agent in the hospitality organizations
- Evaluation of HRIS according to the needs and criteria
- Demonstration of Hotel ICON systems