

Course Details:

Course Title: Human Resources Management for Tourism & Hospitality **Credit Hours:** 3

Course Code: THM-323

Pre-requisite: NIL

Program: BST&HM 2K22

Sections: A

Course Description:

Understanding human resource management is vital to the success of organizations within hospitality, events, tourism and leisure industries. This module will introduce aspects of Human Resource Management & Development and will demonstrate the contribution that they can make to organizational success in a rapidly changing environment. This module will focus on the diverse roles of HR specialists and line managers in relation to aspects of employee resourcing, relations, reward and learning and development. In particular, the topics of human resource planning, recruitment and selection, the employment relationship, training and development, appraisal and performance management will be covered in this course. This course will address key HR practices related to each of the sectors within hospitality, events and tourism.

Course Learning Outcomes:

CLO1. *Demonstrate* how HRM policies and practices can contribute to organizational effectiveness in the tourism and hospitality industries.

CLO2. *Apply* strategy frameworks and concepts to understand the key and emerging HRM challenges and issues in the tourism and hospitality industries.

CLO3. *Develop* solutions to address the current opportunities, and challenges in the tourism and hospitality industries.

CLO4. *Demonstrate* achievement of defined goals / objectives while working in teams.

CLO5. *Identify* effective team behaviors and their importance for success in the tourism and hospitality industries.

Program Goals & Learning Objectives:

Goal 1: Students will acquire knowledge to apply in real world contexts

LO 1.1: Students will be able to understand key concepts in the field of Tourism & Hospitality

LO 1.2: Students will be able to apply acquired knowledge to various contexts in the Tourism and Hospitality industry

Goal 2: Students will work in team settings

LO 2.1: Students will be able to work towards achieving team goals

LO 2.2: Students will be able to demonstrate effective team behavior

Goal 3: Students will learn to communicate effectively

LO 3.1: Students will be able to communicate effectively in oral presentations

LO 3.2: Student will be able to create professional reports

Goal 4: Students will deal with the ethical dilemmas that arise in a business environment

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives

Mapping - CLOs with LOs

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1	●									Mid Semester
CLO 2	●									Quiz
CLO 3		●								End Semester
CLO 4			✓							Assignment 3
CLO 5				✓						Assignment 1

Legend: ✓ indicates mapped and assessed CLO, ● mapped but not assessed and x unmapped CLO.

Required Course Material:

You will be provided with the course pack, which will contain essential reading materials and resources for your course. Please remember that having access to the course pack is vital for your academic success, so please make sure that you obtain it.

You can consult the following reference books for your better understanding of the course.

Reference Book (s):

1. *Human Resource Management for the Hospitality and Tourism Industries* (1st Edition) by Dennis Nickson
2. Nickson, D. (2013). *Human resource management for hospitality, tourism and events*. Routledge.

Other Material:

Will be uploaded on LMS on each lecture accordingly.

Course Evaluation:

Grading will be done as per NBS criteria. The breakup is as follows:

End Semester Exam	30%
Mid Semester Exam	20%
Final Project	15 %
Class Participation	5%
Quizzes	15%
In Class Assignments	15 %

Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Related CLOs
1	WEEK 1: Introduction to HRM: Key concepts and the importance of HR	Textbook	<ul style="list-style-type: none"> • Student introduction • What is Human Resource Management. • Definition of HRM • Main categories of HRM. CLO 1
2	WEEK 2: HRM Strategy and Functions Functions of the HRM recruitment, training and development, performance management, employee relations, compensation and benefits,	Textbook	<ul style="list-style-type: none"> • HRM Strategy • Functions of HRM CLO 2
S	WEEK 3: Organizational culture Introduction In search of a definition Competing views on organizational culture How can we study organizational culture?	Textbook <i>Assignment 1</i>	Main characteristics of Culture in Tourism and Hospitality CLO 2 & 3
4	WEEK 4: Equal opportunities and managing diversity The employment experience of socially defined minority groups The legislative response Managing diversity	Textbook Quiz 1	<ul style="list-style-type: none"> • Diversity in Hospitality and its importance CLO 3
5	WEEK 5: Attracting Excellent Workforce <i>Recruitment and selection</i> <i>Introduction</i> <i>Recruitment</i> <i>Selection</i>	Textbook	<ul style="list-style-type: none"> • Recruitment and Selection in Hospitality Sector CLO 2 & 3
6	WEEK 6: Developing Excellent Workforce	Textbook Quiz 2	<ul style="list-style-type: none"> • Classification of tour package • Components of a standard package tour, tour package-

	HRD at the organizational level: Organizational development-HRD at employee level: Training and other HRD interventions		pre information CLO 4
7	WEEK 7: The importance of Training and Development TNA and its importance	Textbook <i>Assignment 2</i>	CLO 2 & 3
8	WEEK 8: Guest Speaker	<u>Industry Talk</u> <u>Q/A session</u>	CLO 1, 2 & 4
9	<u>MID- SEMESTER EXAM WEEK</u>		
10	WEEK 10: Maintaining Excellent Workforce Performance management and performance appraisal Introduction The nature of performance management and performance appraisal Appraisal in practice Managing poor performance	Textbook	CLO 4 & 5
11	WEEK 11: Reward strategies in the tourism and hospitality industry Introduction Employee and employer views of pay	Textbook Quiz 3	CLO 3
12	WEEK 12: Employee relations, involvement and participation Introduction Employee or industrial relations? Trade unions: in terminal decline? Employee involvement and participation	Textbook <i>Assignment 3</i>	CLO 3 & 4
13	WEEK 13: Welfare, health and safety Introduction Absence management	Textbook Project submission due	CLO 2 & 3

	AIDS/HIV Alcohol/drug misuse Sexual harassment Smoking Stress Working time Workplace violence		
14	Project Presentations		CLO 3 & 4
15	Project Presentations		CLO 3 & 4
16	Revision and Discussion		
17	Buffer Week		
18	End Semester Exam Week		

Details of Assessments:

In Class Assignments:

There are three in-class assignments for this course with a weight of 5% each.

Assignment 1

The students will be divided into random groups. Students will develop a scenario related to teamwork of employees in a hotel or restaurant. They will perform a role play on how the behaviors and attitudes of team members resulted in either some positive or negative consequences.

Assignment 2

The students will be divided into random groups, they will be asked to design a training program to address workplace skill gaps in a hotel. Students identify a skill (e.g., communication, teamwork) and design a training module with objectives, activities, and evaluation metrics

Assignment 3

To understand the factors that contribute to employee satisfaction, students will design their ideal workplace in hospitality and tourism industry focusing on policies, perks, and culture (e.g., flexible hours, diversity programs, wellness initiatives). They will be presenting their ideas in the form of posters. Posters will be made in groups of five students, this will be an in-class activity, each group will have 40 minutes to develop the poster.

Quizzes:

There will be three announced quizzes in the class. Each quiz will have 5% weight.

Final Project:

For your semester project for this course, you are required to conduct a Gap Analysis Study for a hospitality institution of your own choice. A **Gap Analysis Report** is a detailed document that identifies the difference between the current state of a HRM system or process and that desired. It is used to highlight gaps in performance, resources, skills, or processes and provides a roadmap to bridge these gaps. Recommended corrective actions need to be realistic and must be based on the concepts discussed in the course.

The objective of this project is to make you experienced in applying the concepts and the principles of HR management in the real world.

Instructions

- The Gap Analysis report must not exceed 2000 words. You are required to perform in groups.
- Documented evidence of the visit/meetings to the assigned institute is required.
- You cannot exceed four HRM gaps in your report.

The possible gaps may include:

- The Role of Technology in Recruitment and HR Processes
- Employee Turnover Analysis in Hospitality
- Mental Health and Well-Being of Hospitality Workers
- Gender Diversity and Inclusion Gap in Hospitality

Presentations

Each group will present their HRM plan to the class, justifying their choices and strategies. All students in the group must present and the maximum time for the presentation is 10 minutes. The presentation will be for a weight of 5%.

AoL Assessments:

In the course **AOL 2.1** will be assessed through **Assignment 3** in class. Students will design their ideal workplace in hospitality and tourism industry focusing on policies, perks, and culture (e.g., flexible hours, diversity programs, wellness initiatives). They will be presenting their ideas in the form of posters. Posters will be made in groups of five students, this will be an in-class activity, each group will have 40 minutes to develop the poster. Students will be assessed on teamwork and how effectively they are achieving team goals.

In the course **AOL 2.2** will be assessed through **Assignment 1** in the class. Students will develop a scenario related to teamwork of employees in a hotel or restaurant. They will perform a role play on how the behaviors and attitudes of team members resulted in either some positive or negative consequences. Students will be assessed how effectively they are demonstrating team behavior in their respective groups.