

UNIVERSITY OF MACEDONIA

GRADUATE PROGRAMME  
IN BUSINESS ADMINISTRATION

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<b>HUMAN RESOURCE MANAGEMENT IN HOSPITALITY INDUSTRY</b>
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Providing employees with best practices in human resource management such as training, employee development, employee evaluation, compensation and benefits and health and safety working conditions are key to corporate success or failure.

The course provides a systematic guideline for identifying and designing Human Resource Management systems that add value to organizations operating in *hospitality services*. Effective selection, training, evaluation and compensation systems are in line with the principles of both strategic management and the scientific study of human behaviour. Students will explore the concepts, and methods used ***to design human resource management*** systems that contributes to achieving the goals of the organization in hospitality industry.

**Course Aims:**

This course aims to provide students with an applied knowledge in human resources management that would ensure the efficient and effective use and deployment of human resources in leisure and tourism organizations.

**Learning Outcomes:**

1. Apply the central concepts and analytical tools in contemporary human resources management to leisure and tourism industry
2. Apply the processes and techniques of human resources management with specific references to job analysis, recruitment & selection, training and development as well as performance appraisal
3. Discuss the challenges of managing personnel in leisure and tourism industry

## Course Readings

### *Required Textbook*

Nickson, D. (2007), *Human Resource Management for the Hospitality and Tourism Industries*, Elsevier.

### **Additional Readings**

Baum, T. (2006). *Human resource management for tourism, hospitality and leisure: An international perspective* London : Thomson Learning.

Michael C.G. Davidson, Ruth McPhail and Shane Barry, 2011, 'Hospitality HRM: past, present and the future', *International Journal of Contemporary Hospitality Management* Vol. 23 No. 4, pp. 498-516.

Kusluvan, S., Ilhan, I. And Buyruk, 2010, 'The Human Dimension A Review of Human Resources Management Issues in the Tourism and Hospitality Industry' *Cornell Hospitality Quarterly* vol. 51 no. 2 171-214

Ramona Gruescu, Roxana Nanu, Anca Tanasie , 2009, 'Human Resources Development and ICT Contribution to the Tourist Destination Competitiveness', *European Research Studies*, Volume XII, Issue (4).

Grugulis, I. and Wilkinson, A. (2002) 'Managing culture at British Airways: hype, hope and reality', *Long Range Planning*, 35(2), 179–194

Jolliffe, L. and Farnsworth, R. (2003) 'Seasonality in tourism employment: human resources challenges', *International Journal of Contemporary Hospitality Management*, 15(6), 312–316.

Lindsay, C. and McQuaid, R. W. (2004) 'Avoiding the "McJobs": unemployed job seekers and attitudes to service work', *Work, Employment and Society* , 18(2), 297–319.

Lucas, R. (2004) *Employment Relations in the Hospitality and Tourism Industries*, Routledge.

World Travel and Tourism Council (WTTC) (2006) *Travel and Tourism Climbing New Heights: The 2006 Travel and Tourism Economic Research* , at <http://www.wttc.org/2006TSA/pdf/Executive%20Summary%202006.pdf>

## Course Outline

<b>Topic</b>	<b>Readings/Instructor</b>
1. Introduction: Who makes up the tourism and hospitality workforce? Best practice in tourism Hospitality.	N. ch. 1 D. Mihail
2. International human resource management and the internationalization of hospitality organizations	N. ch. 2 D. Mihail
3. Importance of organizational culture to hospitality organizations (Video)	N. ch. 3 D. Mihail
4. The nature of labor markets in the tourism and Hospitality industry (Video)	N. ch. 4 D. Mihail
5. Recruitment and Selection in hospitality services	N. ch. 5 D. Mihail
6. Training and development in hospitality industry (Video)	N. ch. 7 D. Mihail
7. Performance management: appraising personnel in hospitality services (Video)	N. ch. 8 D. Mihail
8. Reward systems in tourism and hospitality Systems	N. ch. 9 D. Mihail
9. HRM Specialist on Tourism: Case Study on Selection in Greek hotels	A. Anastasiou
10. HRM Specialist on Tourism: Case Study on Training employees and managers in Greek hotels	A. Anastasiou
11. HRM Specialist on Tourism: Case Study on Performance management in Greek hotels	A. Anastasiou
12. HRM Specialist on Tourism: Case Study on Talent management in hospitality industry	A. Anastasiou

**Assessment:**

You are required to form a team (two students) and present case studies and short essays in class.

***Final Exam: 50%***

***Presentations of Case studies and other material in class: 40%***

***Class Participation: 10%***

**Plagiarism**

Plagiarism in writing research papers or taking tests in this class is not acceptable. It includes representing another's work as one's own, presenting or submitting any academic work in a manner that impairs the instructor's ability to assess the student's academic performance. Plagiarism also includes failure to use quotation marks around material quoted from any source. Plagiarism leads to an automatic grade of zero points for the designated test.