

Managing Human Resources in the Hospitality Industry

An Experiential Approach



Kathleen M. Iverson

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in the Hospitality Industry

An Experiential Approach

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*To my wonderful family,
Bruce, Eric, Dana & Kristen
for their love and support*

Success in the hospitality industry is tied directly to employee performance. Workers can only provide outstanding service when they feel that managers and supervisors are on their side. Effective leaders in our industry realize that a dissatisfied employee often makes for a dissatisfied guest. Companies that put people first, not only customers but also employees, will thrive despite high levels of competition. Due to the continued labor intensity of the hospitality industry, the manager of the future will be first and foremost a people manager, involved in leading, motivating, counseling and rewarding employees. Supervisors in the hospitality industry must be prepared to take on new roles in the reengineered, highly participative organizations that are emerging.

Managing Human Resources in the Hospitality Industry will help you develop the knowledge, skills, and abilities needed to put people first. You will study cutting-edge management principles so that you can select, train, appraise, and motivate your employees for exceptional performance. Diversity, self-managed teams, coaching, the learning organization, personal mastery, career modeling, and behavioral interviewing, are just a few of the important new developments in the field of human resource management that are addressed in your text.

This text is also a high-quality learning instrument designed to allow you to participate in your education, take chances, be challenged, and to ultimately become an outstanding supervisor. Each chapter is filled with real-life examples, stories, cases, and thought-provoking exercises to help you and your classmates master the material in a fun and engaging manner. As a student of hospitality management, you will be introduced to the newest approaches, concepts, and techniques in leadership and supervision. The experiential components allow you to not only read the text, but also apply concepts in situations similar to those you will encounter in the industry.

Part 1 is a management development component focusing on essential skill sets of supervisors including communication, problem solving, decision-making, and professional development. Part 2 addresses topics significant to managing human resources including selection, appraisal, counseling, discipline, and training. Finally, Part 3 provides an overview of organizational principles of the past and future including important contemporary topics such as organizational culture and change, diversity management, teams, learning organizations, and the quality movement. Students who use this text will be well versed in theory, human resource practice, and contemporary approach to service management.

OUTSTANDING FEATURES

This text contains full chapters addressing important, contemporary topics in hospitality management such as performance management, diversity, and quality. It has many significant features that promote its readability and facilitate your comprehension of important concepts. Designed to provide a number of learning experiences, it contains numerous real-life examples, experiential exercises, and skill testing opportunities that will keep you involved.

Each chapter will open with an Advanced Organizer to encourage students to cognitively connect the material that follows to their future career. Summary boxes called “Best Practices,” “Insights,” and “Research Links” will be located throughout the text to link the theoretical material to actual situations in the hospitality industry. At the end of each chapter are case studies, review questions, critical thinking exercises, an on-line exercise, and a portfolio building exercise designed to create opportunities to apply the concepts you have studied. Here is a brief description of the supporting materials found in each chapter.

Advanced Organizer: A brief mini-case designed to help students to relate the chapter topic to their future careers.

Behavior Objectives: Clear objectives will be stated at the beginning of each chapter. These objectives are based on both the topics addressed in the chapter and the learning outcomes that occur when you complete the case studies and exercises.

Insights: Each chapter will contain one or more examples from recent publications highlighting real-life application of the principles discussed.

Best Practices: Chapters will contain several brief examples of best practices in action in the hospitality industry.

Running Case Application: Each chapter will contain a running case study featuring the experiences of two new hospitality supervisors. Readers will act as mentors and advise the new managers on problem solving strategies.

End of Chapter Exercises: A series of questions designed to reinforce learning will be included at the end of each chapter. These can be assigned as homework or used by students for test review.

Critical Thinking Exercises: To foster the analysis and application of chapter materials, this section requires students to use their knowledge in new and unique situations by employing critical thinking skills.

On-Line Link: Each chapter will contain an exercise that requires students to utilize the Internet as a research tool.

Portfolio Exercise: Students may complete exercises designed to help them build a professional portfolio that they can then use to promote their skills as a supervisor when they seek employment or promotion.

Web Site Support: Additional supporting materials for both instructors and students will be located at the Prentice-Hall web site. Included will be group exercises and additional web-based learning experiences that will be updated regularly to provide current information and application of the material.

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Leadership 2000

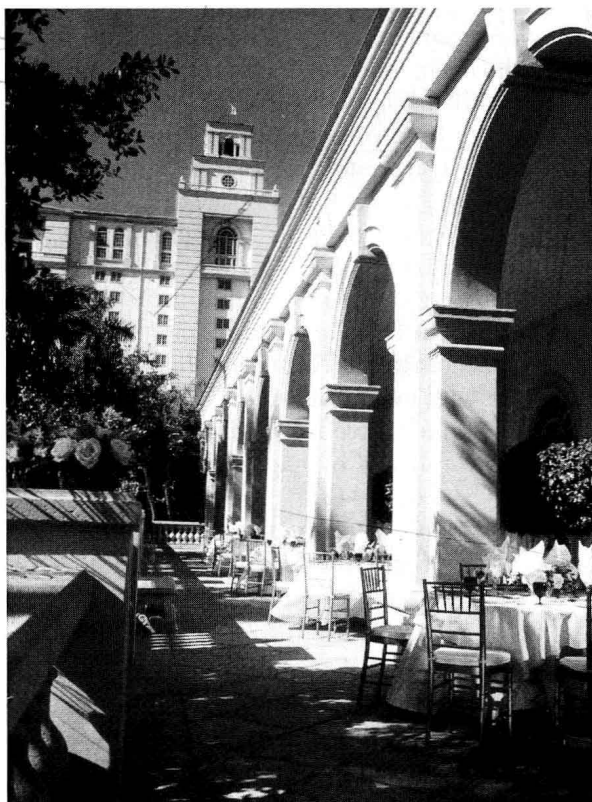
ADVANCED ORGANIZER

As the job of managing hospitality establishments grows in complexity, the pool of qualified candidates steadily shrinks. Today there is a bidding war for management talent. The Bureau of Labor Statistics predicts a 44 percent increase in the number of foodservice and lodging management positions by the year 2005.¹ If you are seeking excellent job opportunities, job security, the opportunity for rapid advancement, and exciting work, you have certainly chosen the right field. Careers in hospitality management offer many advantages.

Imagine that a good friend asks you, "Why did you choose a career in hospitality management?" What would you answer? What do you hope to get from your career in this field? In all likelihood, one of your answers would be that you want to have the opportunity to lead and manage others. This is a big part of any career in our industry. This chapter introduces you to the important topic of leadership in the hospitality industry.

BEHAVIORAL OBJECTIVES

- Define the relationship between internal and external customers.
- Compare the characteristics of great hospitality industry leaders.
- Describe the four benefits of outstanding service.
- Explain the steps companies take to put people first.
- Specify the key behaviors of effective leaders.



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