

BMIH5005

International Hotel Management

Personnel Resourcing and Development

Week 2 – Human Resource Management



HOSPITALITY
AND
TOURISM
MANAGEMENT



*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Recap from last week:

- Personnel Resourcing and Development (HR)
- Assignment 1

In this Session

.....

Human Resources
Management

The Role of HR

The Future of HR

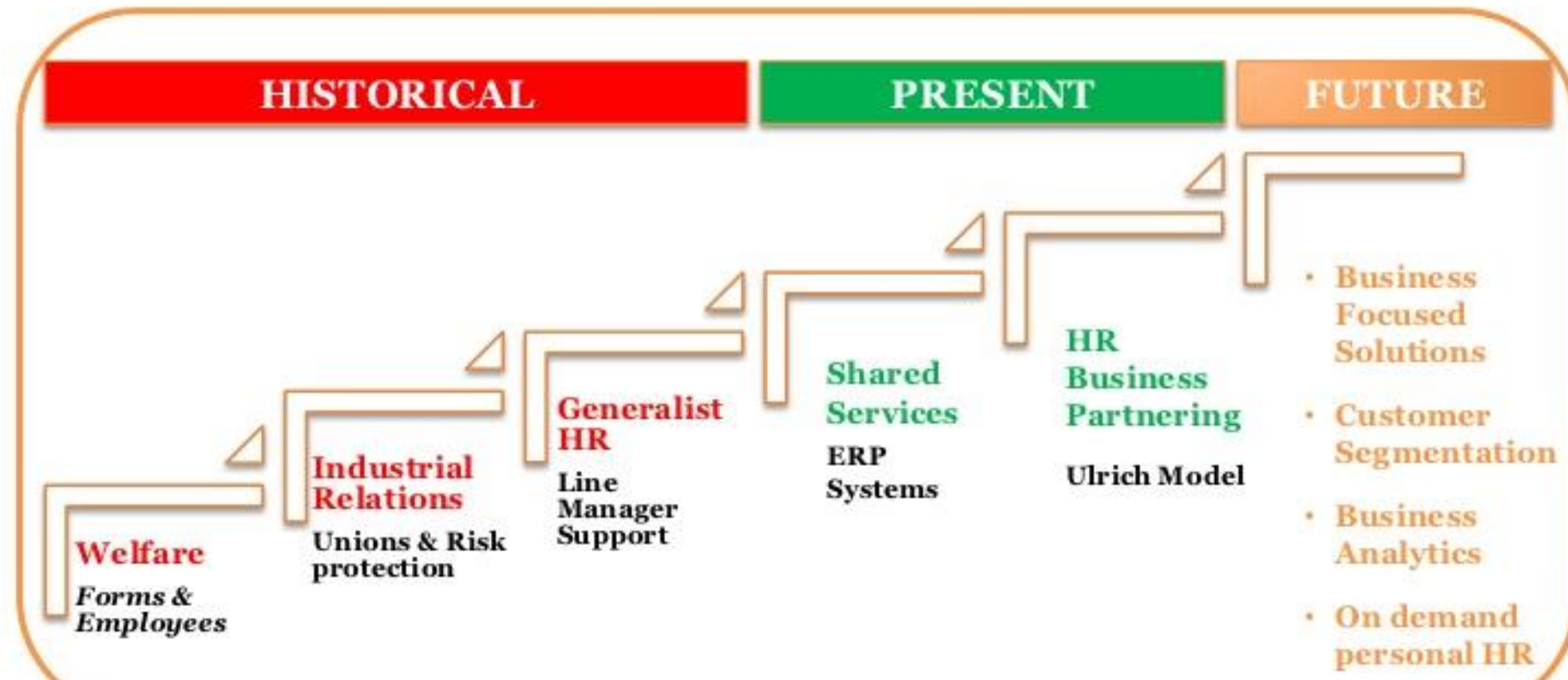
The Role of HR within
different Organisations



What is Human Resource Management

- "Human Resource Management is defined as a strategic and coherent approach to the management of an organisation's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives." (Armstrong, 2020)
- "HRM, is about creating a coherent planned framework for employees to be hired, managed and developed in ways that supports an organisation's long-term goals. It helps ensure that the various aspects of people management work together to drive the behaviour and climate needed to create value and meet performance targets". (CIPD, 2023)

Evolution of Human Resources Management





Your assignment...

You will be able to start preparing for your assignment by exploring more about the employee lifecycle.

Find your own preferred image.

Then think about your own experience of each stage.

Table 1.1

Responsibilities of HR Departments- Functions

Analysis and design of work

Recruitment and selection

Training and development

Performance management

Compensation and benefits

Employee relations/Labor relations

Employee data and information systems

Legal compliance

Support for business strategy

Responsibilities of HR Departments- Functions

- Analysis and design of work
 - Job analysis is the process of getting detailed information about jobs.
 - In general , jobs can vary from having a narrow range of simple tasks to having a broad array of complex tasks requiring multiple skills.

Responsibilities of HR Departments- Functions

- Recruitment and selection
 - **Recruitment** is the process through which the organization seeks applicants for potential employment .Selection refers to the process by which the organization attempts to identify applicants with the necessary characteristics that will help the organization achieves its goals.
 - **Selection** process may focus on specific skill or the general abilities

Responsibilities of HR Departments- Functions

- Training and development
 - **Training** is a planned effort to enable employees to learn job –related knowledge, skills and behavior.
 - **Development** involves acquiring knowledge skills , and behaviors that improve employee's ability to meet the challenge of a variety of new or existing jobs.
 - Some organization may offer the programs to few employees in whom the organization want to invest , but some have a philosophy of investing in the tranining of all its workers

Responsibilities of HR Departments- Functions

- Performance management
 - Ensuring that employees' activities and outputs align with organization 's goals as performance management
 - The performance measures may focus on observable behaviors , outcomes or both.

Responsibilities of HR Departments- Functions

- Compensation and benefits
 - Rewards should be linked to the individuals' or groups' achievements
 - Rewards such as salary , bonuses or benefits
 - <https://www.youtube.com/watch?v=Z-pT0XDYvDM&t=10s>

Responsibilities of HR Departments- Functions

- Employee relations/Labor relations
 - Employees turn to HR for answers to questions about benefits and company policies

Responsibilities of HR Departments- Functions

- Employee data and information systems
 - Handling records about employees requires accuracy.

Responsibilities of HR Departments- Functions

- Legal compliance
 - Avoiding the unlawful behavior. Every government has many laws and regulations concerning the treatments of employees.

Responsibilities of HR Departments- Functions

- Support for business strategy
 - To identify the numbers and the types of employees the organisation will require in order to meet the objectives.
- Helps the organisation forecast its needs for hiring, training and reassigning employees.

Socialisation

Stages in the Socialization Process

Prearrival Stage

The period of learning in the socialization process that occurs before a new employee joins the organization.

Encounter Stage

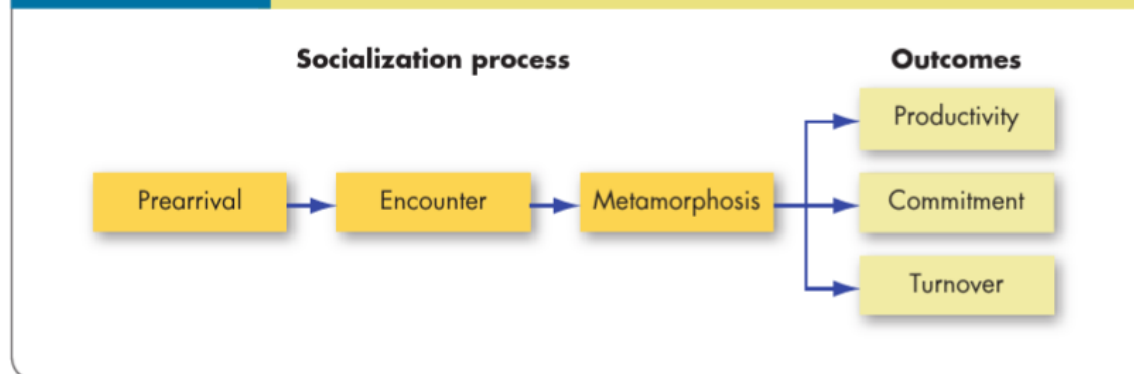
The stage in the socialization process in which a new employee sees what the organization is really like and confronts the possibility that expectations and reality may diverge.

Metamorphosis Stage

The stage in the socialization process in which a new employee changes and adjusts to the work, work group, and organization.

Exhibit 16-2

A Socialization Model



So why is induction often done badly?



COSTS ASSUMED
TO BE HIGH



INCONVENIENCE



TIME TAKEN



INFORMATION
OVERLOAD



DONE TOO
QUICKLY



BORING AND
MUNDANE



EMPLOYEE WELLNESS

The Roles of H.R staff includes:

- Employee Life Cycle
- Redundancy
- Industrial and Employee Relations
- Record Keeping of all Personal Data
- Compensation, Retirement, Incentive Programs
- Confidential advice to Internal “Customers” in relation to problem at work
- Career Development
- Recruitment, Selection and Placement
- Training and Development
- Performance Evaluation and Management
- Payroll
- Absence management
- Wellbeing and Engagement

Types of Organisations

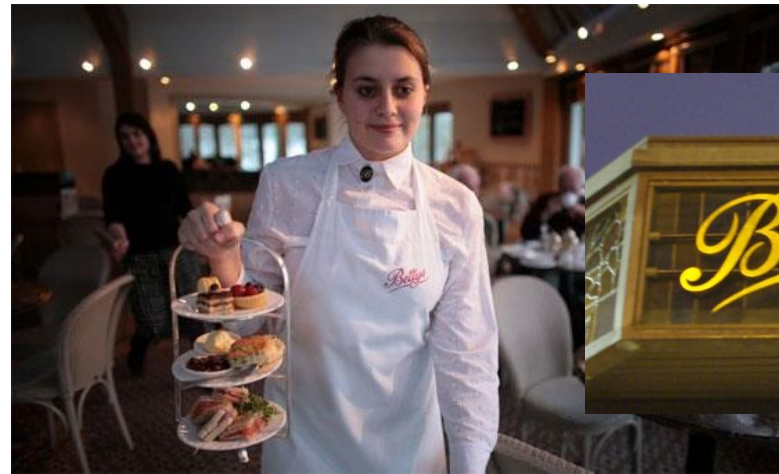
- What is an SME?
- The UK definition of SME is generally a small or medium-sized enterprise with fewer than 250 employees.
- Can you think of examples?
- What is a large organisation?
- An organisation with more than 500 employees.
- Can you think of examples?



Types of Organisations

- In business there are different types of organisation categorised by different types of ownership.
 - private sector
 - public sector
 - third sector
- These different categories of ownership make up what we call the sectors of the economy.

Even within the same
types of business-
Are their people needs
the same?



What are the
different strategic
concerns of HR in
these two
companies?

How do they match
their human
resources to the
changing
environment?

Human Resources Management?

What do you think HR
Managers do?

Answer in the chat box

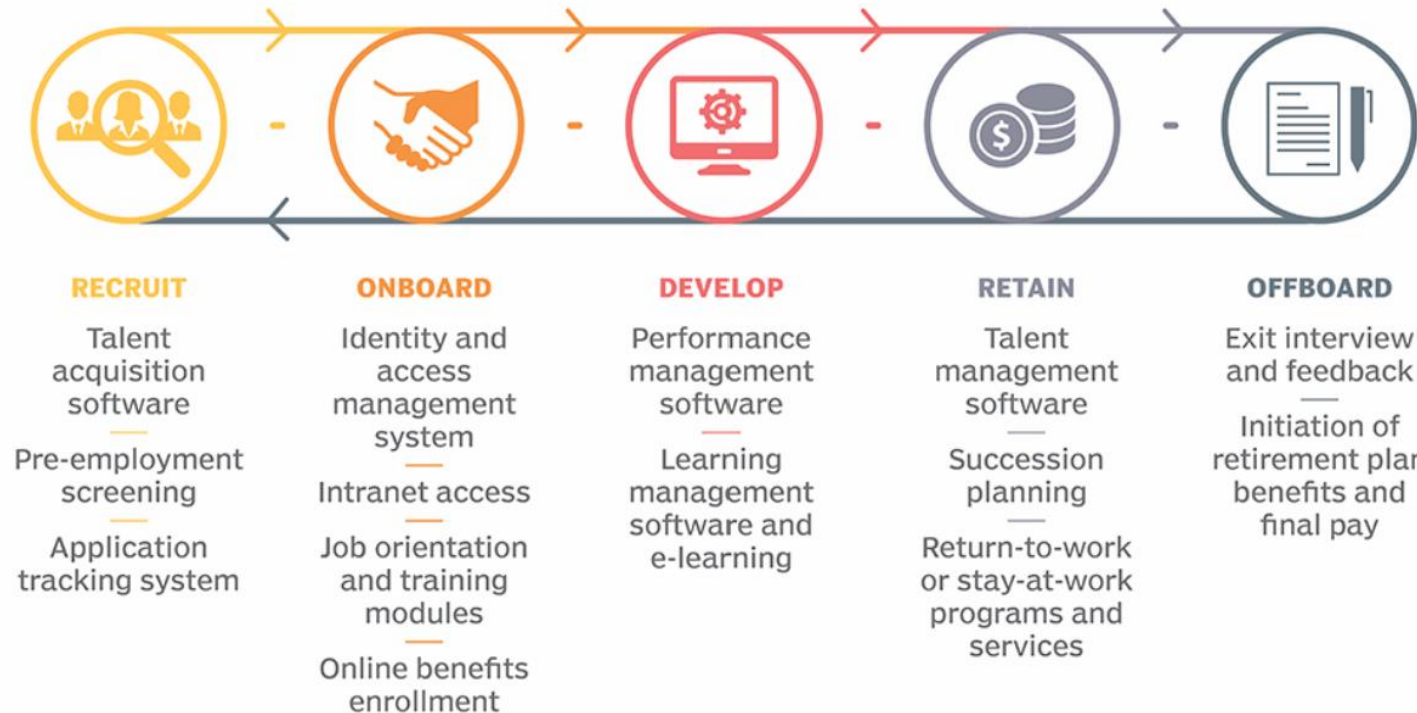




Workforce
planning..?

- What can workforce planning achieve?
- Why is it needed?
- Talent Management

Stages of employee life cycle



Attraction of new talent to the business

- What does it mean?
- How do we attract the right talent?
- How do different generations impact attraction?
- Other factors impacting attraction you can think of?



30 minute Activity

- Use the headings and Share your own experience and examples of HR
Write 200 words and upload it to Moodle link



So what about the future of HR

- Is the world changing?
- Are generations of employees changing?
- What does this mean for HR?
- What are the challenges?
- What are the trends?
- What do you look for in a new job role – that is what employers should offer!
- Technology



What's important to you?



The New Role of Human Resource Professional

- A Strategic Partner
- Employee Advocate
- Change Champion
- Harness the Benefits Technology
- Wellbeing champion

The Future of HR



HR in the Digital Era



[t](#)



How do generations impact HR?

SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



TRADITIONALISTS:

Value authority and a top-down management approach; hard working; 'make do or do without'.



BABY BOOMERS:

Expect some degree of deference to their opinions; workaholics



GENERATION X:

Comfortable with authority; will work as hard as is needed; importance of work life balance.



GENERATION Y:

Respect must be earned. Technologically savvy; goal and achievement oriented.



GENERATION Z:

Many traits still to emerge. Digital natives, fast decision makers, highly connected.

Essay - 2000 words (+/- 10%)

- How to engage employees
(Generation Ys or Generation
Zs) throughout the employee
lifecycle?

You are the HR manager in a large hotel and need to engage employees throughout out their employment within the company.



Generation Zs

Table 3: Summary of Characteristics and Preferences of Gen Z

3a. Characteristics of Gen Z

- | | |
|--------------------------------|------------------------------|
| ▪ Entrepreneurship orientation | ▪ Gratification towards life |
| ▪ Grit | ▪ Confident |
| ▪ Loyal | ▪ Innovative |
| ▪ Committed | ▪ Willing to work hard |
| ▪ Tech-savvy | ▪ Creative |
| ▪ Motivated to strive hard | |

Source : Ganguli, R., et al. (2022)

Generation Zs

Source : Ganguli, R., et al. (2022)

3b. Preferences of Gen Z	
a. Type of Work/Setting • Purposeful, appealing and thrilling job • Prestigious jobs providing higher status • Prefer to work in a group • Flexi work time • Innovative atmosphere • Inspiring projects • Open office	c. Benefits • Pay and Perks minded • Generous pay • Well-being and peripheral benefits • Monetary security • Intrinsic rewards
b. Workplace Relationship • Cordial relations with colleagues • Positive interpersonal relationship • Positive work atmosphere • Stability and job security • Feeling of respect • Good team environment • Cooperative colleagues • Ease of information exchange • Prefers face-to-face connect	d. Managerial Relationship • Looks for mentor • Respects professional managers • Understanding and compassionate manager • Inspiring e. Learning and Development • Delightful onboarding experience • Professional induction • Seeks continuous good training • Interesting career paths • Continuous feedback



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- Ganguli, R., et al. (2022) The Characteristics and Preferences of Gen Z: A Review of Multi-Geography Findings IUP Journal of Organizational Behavior, Hyderabad Vol. 21, Iss. 2, (Apr 2022): 79-98. Available from: ProQuest Ebook Central.



I look forward to seeing you next week. If you have any questions in the meantime, please send an email or on the Teams tile!