

# *BMIH5005*

## *International Hotel Management*

### *Personnel Resourcing and Development*

## Week 2 – Strategic HRM (II)



# Agenda

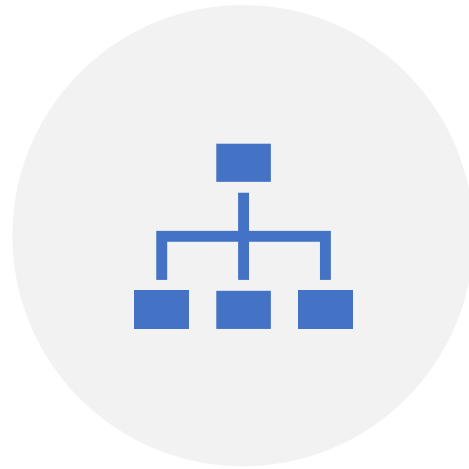
- Recap of last session
- Responsibilities of HR Departments (II)
- Strategic Role of the HRM Function
- The Future of HR
- Assignment Brief (Assignment One)



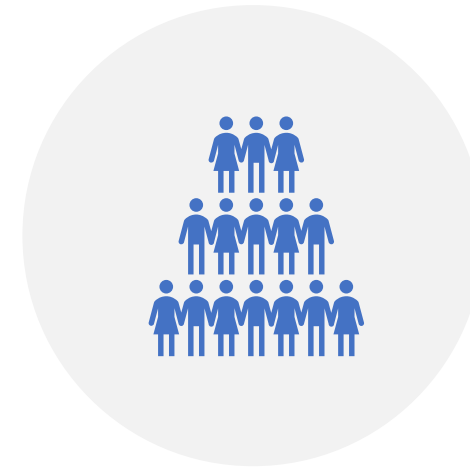
## Recap from last week:

- Personnel Resourcing and Development (HR) Overview
- Role of HR

For next week – research and bring your findings



WHAT'S THE DIFFERENCE BETWEEN A  
SMALL, MEDIUM AND LARGE  
ORGANISATION?



WHAT IS THE ROLE OF PERSONNEL  
PROFESSIONALS IN DIFFERENT  
ORGANISATIONS?

# In this Session .....

Human Resources  
Management

The Role of HR

The Future of HR

The Role of HR within  
different Organisations



# Responsibilities of HR Departments

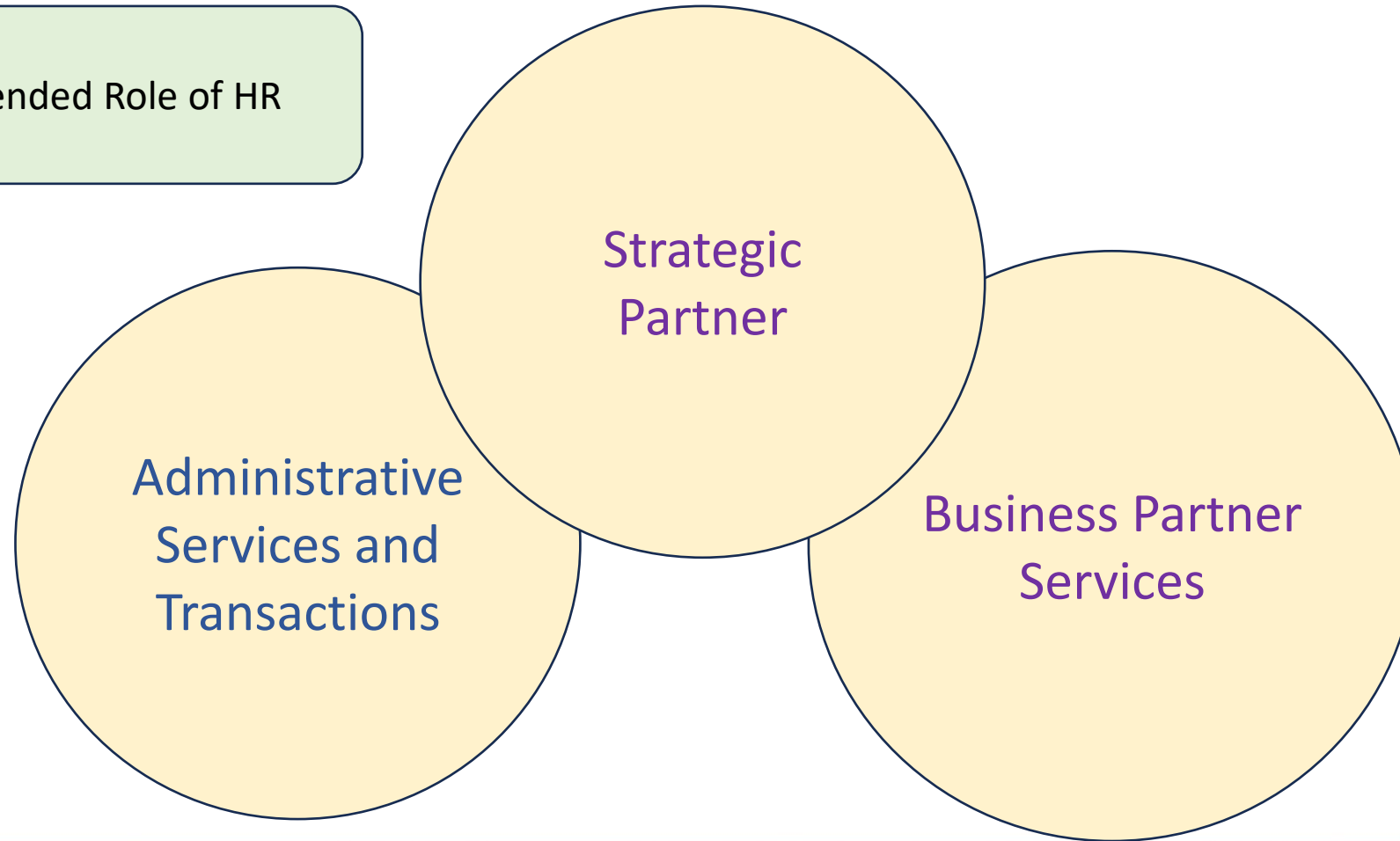
- Support for business strategy
  - To identify the numbers and the types of employees the organisation will require in order to meet the objectives
  - Helps the organisation forecast its needs for hiring, training and reassigning employees.

# HR as a Business with 3 Product Lines

- Human Relations
  - Administrative Services and Transactions(Traditional function )
  - Business Partner Services (New HR function)
  - Strategic Partner (New HR function)

# HR as a Business with 3 Product Lines

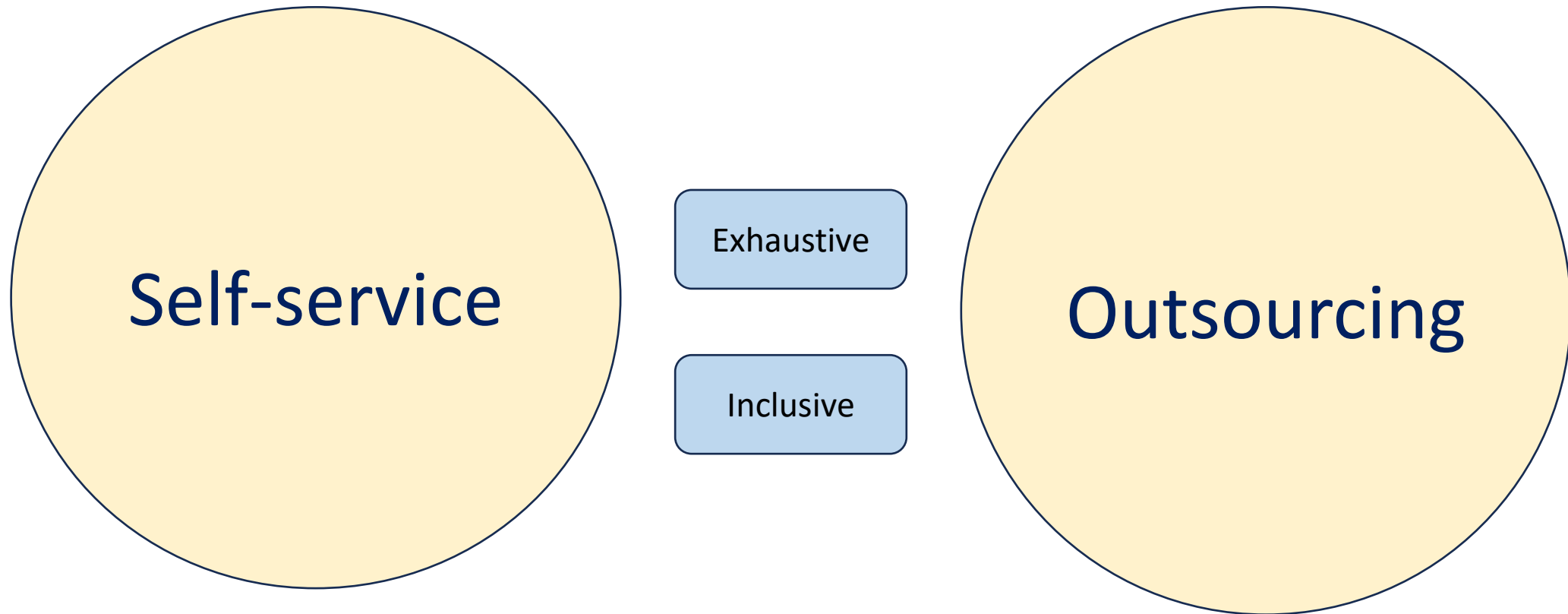
Implication : Extended Role of HR



# Strategic Role of the HRM Function

- Time spent on administrative tasks is decreasing.
- HR roles as a strategic business partner, change agent and employee advocate are increasing.
- Shared service model
- HR is challenged to **shift focus** from current operations to future strategies and prepare non-HR managers to develop and implement HR practices.
- This shift presents two challenges:
  - **Self-service**
  - **Outsourcing**

# Strategic Role of the HRM Function



# Self-service

- **Self-service** gives employees online access to information about HR issues, or apps which provide information such as training, benefits, compensation, and contracts; enroll online in programs and services.

# Outsourcing

- **Outsourcing** is the practice of having another company (a vendor, consultant or third-party) provide services to save money, spend more time on strategic business issues, increase ability to recruit and manage talent, improve HR service quality, and protect the company from potential lawsuits by standardizing processes such as selection and recruitment.

## 4 Reasons to Outsource HR

1. Cost savings
2. Improve HR quality
3. Recruit and manage talent
4. Protect from lawsuits

# Strategic Role of HR

**The bottom line question for evaluating the relationship between HRM and the business strategy is:**

“What is HR doing to ensure that **the right people with the right skills are doing the right things in the jobs** that are important for executing the business strategy?”

# Strategic Role of the HRM Function

- Nine Competencies:

1. HR Technical Expertise and Practice.

- Apply principles of HRM to contribute to success of the business.

2. Business Acumen.

- Understand business functions and metrics within the organization and industry.

3. Critical Evaluation.

- Interpret information to determine return on investment and organizational impact in making recommendations and business decisions.

# Strategic Role of the HRM Function <sup>11</sup>

- Nine Competencies.

## 4. Ethical Practice.

- Integrate core values, integrity, and accountability throughout all organizational and business practices.

## 5. Global and Cultural Effectiveness.

- Manage HR both within and across boundaries.

## 6. Communications.

- Effectively exchange and create free flow of information with and among various stakeholders at all levels of the organization to produce meaningful outcomes.

# Strategic Role of the HRM Function <sup>12</sup>

- Nine Competencies.

## 7. Organizational Leadership and Navigation.

- Direct initiatives and processes within the organization and gain buy-in from stakeholders.

## 8. Consultation.

- Provide guidance to stakeholders such as employees and leaders seeking expert advice on a variety of circumstances and situations.

## 9. Relationship Management.

- Manage interactions with and between others with specific goal of providing service and organizational success.

# Types of Organisations

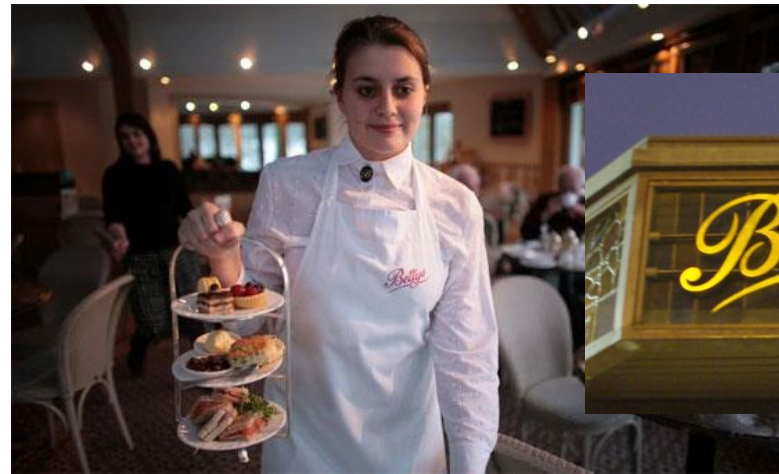
- What is an SME?
- The UK definition of SME is generally a small or medium-sized enterprise with fewer than 250 employees.
- Can you think of examples?
- What is a large organisation?
- An organisation with more than 500 employees.
- Can you think of examples?



# 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?

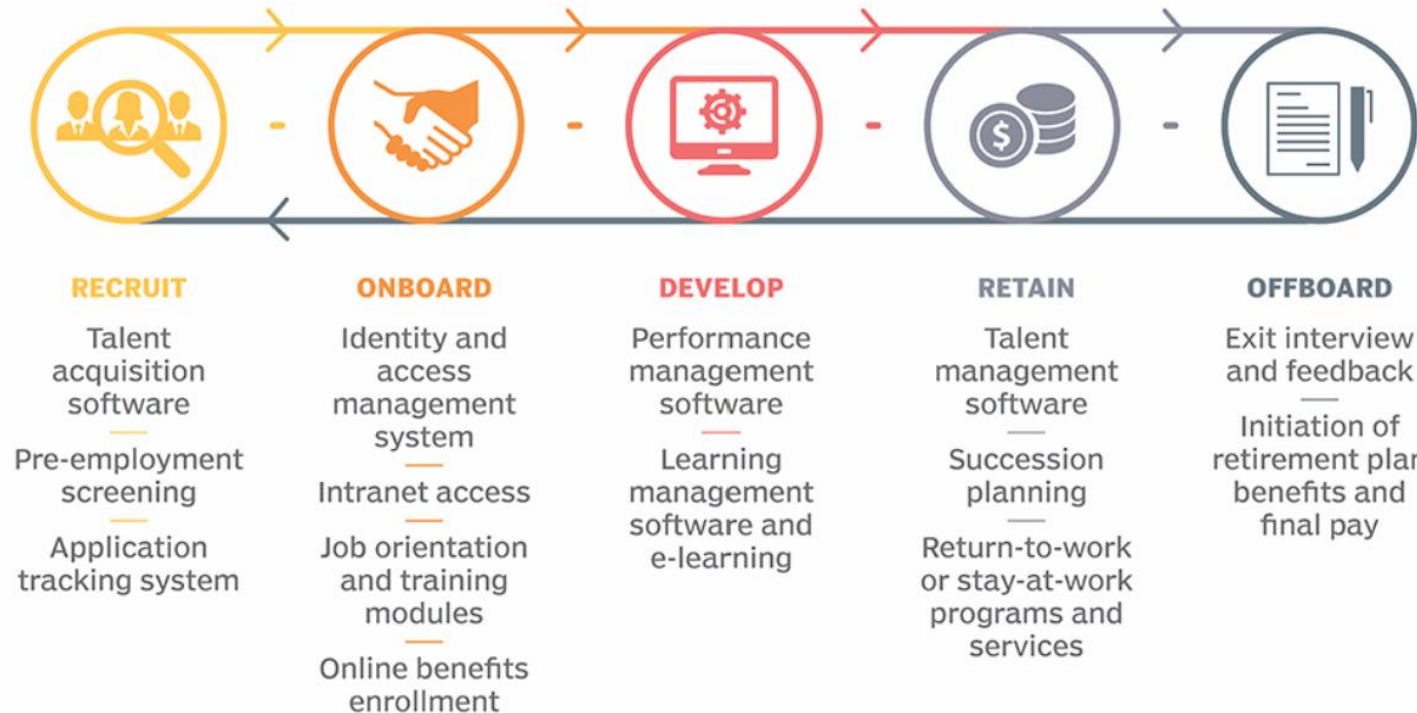
How do they match  
their human  
resources to the  
changing  
environment?



# 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?



# 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

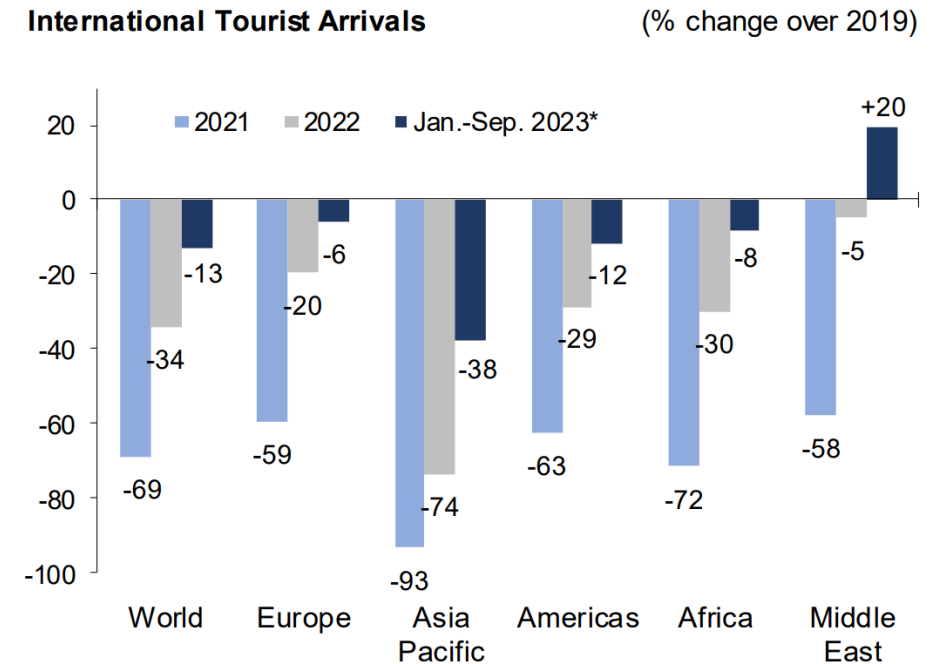
- A Strategic Partner
- Employee Advocate
- Change Champion
- Harness the Benefits  
Technology
- Wellbeing champion

# The Future of HR



# Tourism Industry 2023

- International tourism **recovered 87%** of pre-pandemic levels in the period January-September 2023 (-13% versus 2019) backed by continued pentup demand in the third quarter of 2023.
- An estimated **975 million tourists travelled internationally**(January and September 2023, an increase of 38% over the same months of 2022, though 13% fewer than in 2019).



Source: UNWTO

\* Provisional data

Source : [UNWTO UNWTO World Tourism Barometer - November 2023, EXCERPT \(amazonaws.com\)](#)

# Tourism Industry 2023 – Reflection question

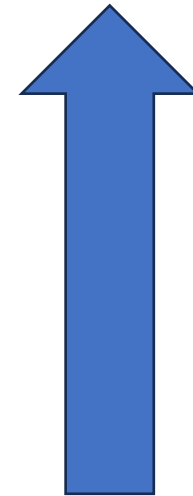
What is/are implication(s) on the industry ? On HR ?



# Tourism Industry 2023 – Reflection question

- What is/are implication(s) on the industry ? On HR ?

Demand for more  
employees



# 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.

# Assignment Brief (Assignment One)

Essay - 2000 words (+/- 10%)

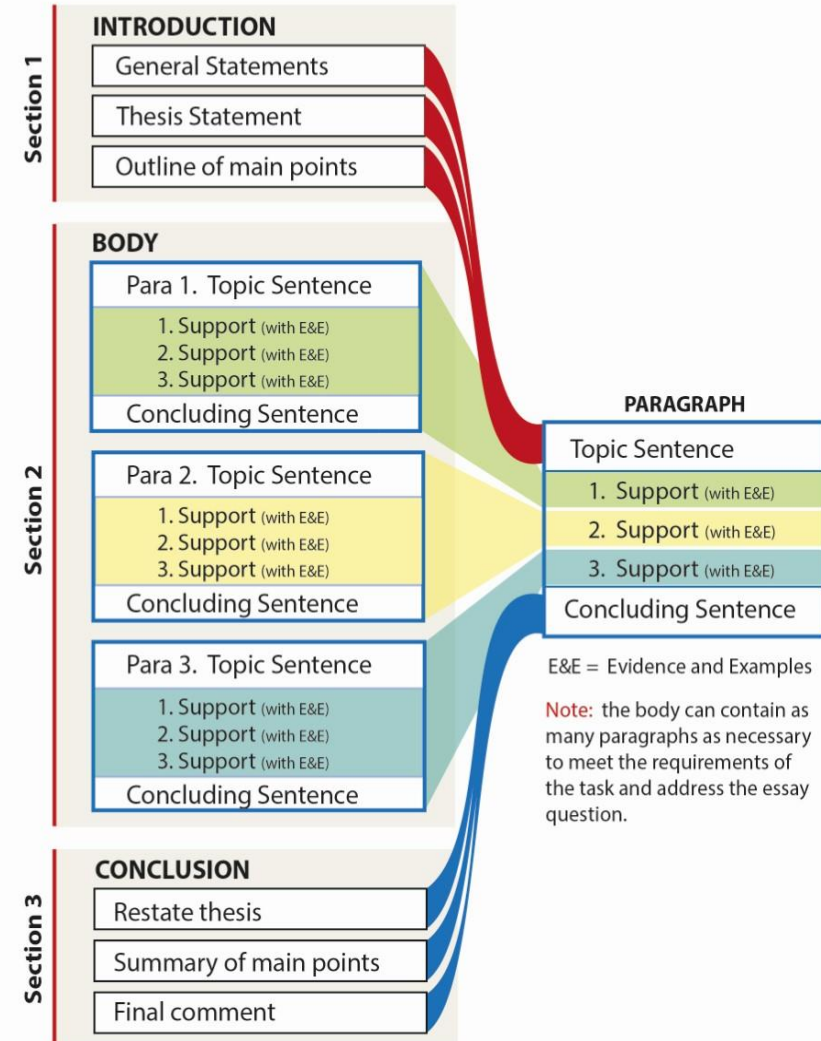
- Discuss how the strategic HRM supports development of business unit through HR planning and recruitment process in a hospitality context.



# Academic Writing Tips Essays and Reports

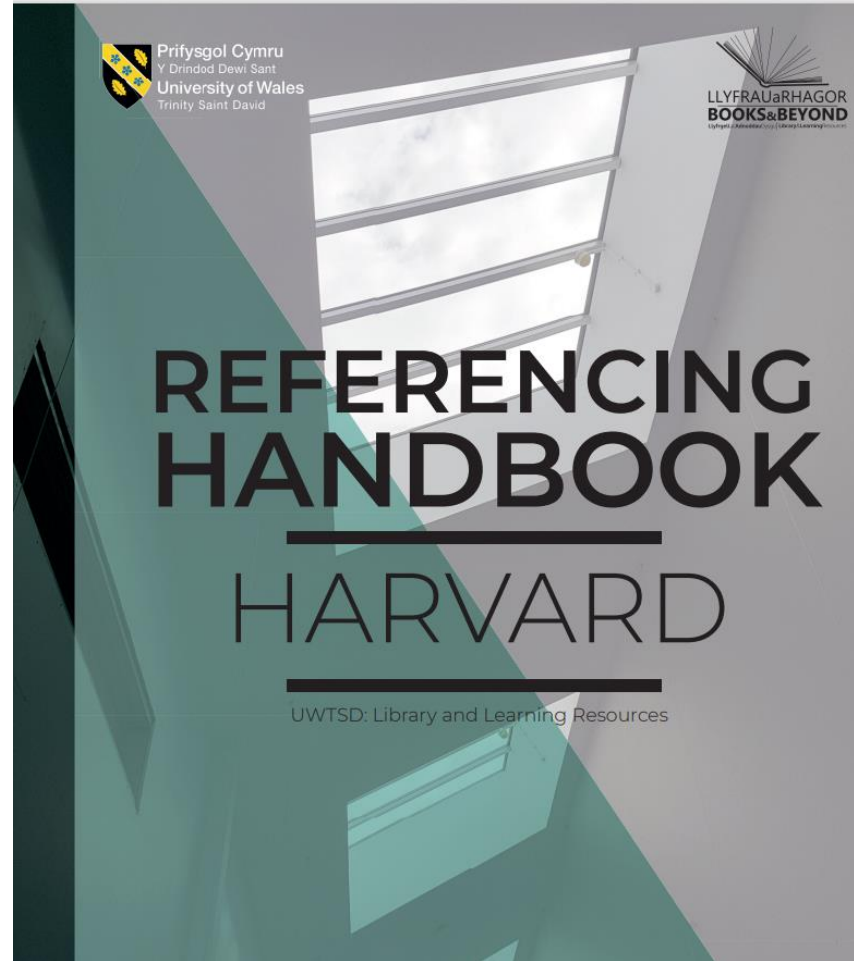
## BASIC ESSAY STRUCTURE

An essay has 3 sections: an introduction, body and conclusion.



# Referencing Handbook

REFERENCING &  
PLAGIARISM



[Referencing Handbook Harvard](#)

# Referencing

## Referencing is...

- A clear acknowledgement of where you have got any information, ideas, opinions, viewpoints etc.
- Essentially, **every** piece of information, **every** opinion, **every** viewpoint, **every** picture and sketch needs to be referenced.

[PowerPoint Presentation \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)

# Referencing

[Harvard-eng v.1.2.pdf \(uwtsd.ac.uk\)](#)

## How do I reference specific types of resources?

### 1. Books and e-books

Most references to books should adhere to the following general format. Elements may vary slightly. Specific examples are provided.

#### In-text citation:

(Author's surname, year of publication, page number)

(Smith, 2016, p. 5)

#### Reference list / Bibliography:

- Author/editor
- Publication year (in round brackets)
- Title (in italics)
- Edition (if relevant)
- Place of publication: publisher

Smith, E. (2016) *How to improve your research project*. 2<sup>nd</sup> edn. Plymouth: Kiln Press.

As print and electronic books are virtually identical, there is no need to indicate whether or not it is electronic unless the electronic version is not an identical version of a print publication.

#### 1.1 Book with two or three authors

(Phillips and Renton, 2012, p. 54)

Phillips, E.O. and Renton, P. (2012) *Teaching mathematics today*. Reading: Canalside Press.

#### 1.2 Book with four or more authors

(Morton *et al.* 2014, p. 37)

Morton, A.C. *et al.* (2014) *Walking and learning*. Swansea: Sandpaper Press.

#### 1.3 Chapter within an edited book

(Hardy, 2015, p. 53)

Hardy, P.T. (2015) 'Outdoor play and how it can help learning', in Walker, E. (ed.) *A new approach to teaching in the primary school*. London: Todcaster and Frome.

#### 1.4 Book without an author or editor

In this case you would use the title rather than the author. When listing in the reference list and/or bibliography you would list it alphabetically but by its title.

(*How to make an impact*, 2009, p. 1)

*How to make an impact* (2009) London: Avery and Perch.

# Referencing

[Harvard-eng\\_v.1.2.pdf \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)

## How do I reference specific types of resources?

### 1.5 Book with an organisation as author

In this case, the name of the Organisation is treated as the author.

(Organisation for Research into Primary Education, 2017, p. 21)

Organisation for Research into Primary Education. (2017) *Learning today*. Stirling: McPhee and Jones.

### 1.6 Multiple works by the same author

Simply label them a and b!

**Different years:**  
(McNamara, 2012, p. 53)

(McNamara, 2017, p. 20).

**Same year:**  
(Phelps, 2016a, p. 25)

(Phelps, 2016b, p.19)

**Different years:**  
McNamara, B.M. (2012) *Education for life*. Maidenhead: Riverstory.

McNamara, B.M. (2017) *Lifelong learning*. Maidenhead: Riverstory.

**Same year:**  
Phelps, P.J. (2016a) *Healthy learning*. Edinburgh Castle Books.

Phelps, P.J. (2016b) *Nutrition in the early years*. Edinburgh: Castle Books.

### 1.7 Editions

According to O'Brien (2016, pp. 15-17) siblings can have a big impact on learning.  
**or**  
Siblings can have a big impact on learning (O'Brien, 2016, pp. 15-17).

O'Brien, T.M. (2016) *The impact of families on learning*. 3<sup>rd</sup> edn. Dublin: Blackwater Books.

### 1.8 Secondary citation

This is a piece of work that has been referred to in something you have read. Where possible, avoid secondary citations, and access the original work.

Barnett (2013, quoted in Morton, 2016, p. 17) describes "the importance of meeting special needs in the early years".

Barnett's demonstration of the importance of meeting special needs in the early years (2013, cited in Morton, 2016, p. 17) is interesting.

Morton, D.C. (2016) *Learning in the early years*. Exeter: Jones & Bart.

**Note:**  
If you have not read the primary source, do not include it in your reference list – you may only cite it in your text.

# Referencing

[Harvard-eng\\_v.1.2.pdf \(uwtsd.ac.uk\)](http://uwtsd.ac.uk/Harvard-eng_v.1.2.pdf)

## How do I reference specific types of resources?

### 2. Journal and newspaper articles

Most references to journal and newspaper articles should adhere to the following general format. Elements may vary slightly. Specific examples are provided.

#### In-text citation:

(Author's surname, year of publication, page number)

(Price, 2014, p. 157)

#### Reference list / Bibliography

##### Print:

- Author
- Publication year (in round brackets)
- Article title (enclosed in single quotation marks)
- Journal title (in italics)
- Volume, issue/part
- Page number range of whole article

##### Electronic:

The above plus

- Available at: URL (Accessed: date)
- or DOI (Digital Object Identifier)

Price, S. (2014) 'Planning for change', *Leadership and Business Planning*, 15(3), pp. 154-166.

OR

Price, S. (2014) 'Planning for change', *Leadership and Business Planning*, 15(3), pp. 154-166.  
DOI: 10.1080/034845691.2016.1056235

#### 2.1 Whole newspaper

(*The Guardian*, 2017)

*The Guardian* (2017) 5<sup>th</sup> June.

#### 2.2 Newspaper article

(Jones, 2016)

Jones, P.J. (2016) 'STEM subjects win more funding', *The Times*, 4<sup>th</sup> May, p. 7.

#### 2.3 Electronic newspaper article not available in print

(Fox, 2016)

Fox, I.M. (2016) 'New report criticises lack of business leadership', *The Courier*, 9<sup>th</sup> January. Available at: <http://www.thecourier.com/world/jan/16/report-IBCC> (Accessed: 12 January 2016).

# Plagiarism

## Plagiarism is...

- Presenting the words, ideas, views and arguments of others as your own.
- This is an **academic crime** and can cost you your degree.



[PowerPoint Presentation \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)

# Activity

“Positive environment is a catalyst to cultivate positive team spirit.”

Plagiarism ? Referencing ?

# Activity

Positive environment is a catalyst to cultivate positive team spirit.  
(Evans 2000:145)

Plagiarism

# Some basics

- If you are quoting from a book, source or article, use inverted commas: “...”

**NEVER COPY & PASTE DIRECTLY** (not even in your own notes), unless you intend to use it as a quotation and it is clearly marked as such.

- Read the Referencing Guide carefully (available on the Faculty of Humanities moodle page).
- It will give you examples of how you should reference different material.

[PowerPoint Presentation \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)

# Note-taking, Referencing and Plagiarism

- Correct note-taking means you can reference well and you can avoid inadvertent plagiarism.
- HOW TO TAKE GOOD NOTES:
  - 1. Start every note with the exact reference you would use in your essay.
  - 2. If you are quoting (i.e. copying down exactly what the author has written), then put the quotation in quotation marks “...”

# How to Avoid Plagiarism ?

How to Avoid Plagiarism:  
The **GOLDEN RULE**

**ALWAYS  
ACKNOWLEDGE  
YOUR SOURCES!**

# References

## Useful Links

- [Info Skills Programme. Referencing: The Basics – Harvard](#)
- [Referencing and Plagiarism: The Basics | UWTSD](#)
- [Referencing Handbook Harvard](#)
- [Cite them Right](#)
- [Critical InfoSkills for 2<sup>nd</sup> Year Students](#)

# Turnitin checking on your assignments





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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

# References

- Taylor, S (2008) *People Resourcing*. Kiribati: Chartered Institute of Personnel and Development.
- Armstrong, M. and Taylor, S. (2020) Armstrong's handbook of human resource management practice. 15th edition. London, United Kingdom ;: KoganPage.
- Torrington, D, Hall, L, Atkinson, C, & Taylor, S 2020, Human Resource Management PDF EBook, Pearson Education, Limited, Harlow. Available from: ProQuest Ebook Central.

# References

- Goh, E., & Lee, C. (2018), A workforce to be reckoned with: The emerging pivotal Generation Z hospitality workforce, International Journal of Hospitality Management 73, 20-28.
- 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.
- McGraw-Hill/Irwin (2017) Ch.1 The McGraw-Hill Companies
- UNWTO (2023),



*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!*