

BMIH4010

Hotel & Hospitality Management

Personnel Resourcing and Development

Week 4 – Industry Analysis



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

A collage of office supplies on a light gray background. In the top left, there are three overlapping sticky notes in yellow, pink, and light green. In the top right, a spiral-bound notebook with a light blue cover and a silver pen are visible. In the center, four wooden blocks spell out 'RECAP' in black capital letters. In the bottom left, a magnifying glass with a dark red handle and a gold-colored frame is positioned. In the bottom right, there are more overlapping sticky notes in pink, light green, and yellow.

Recap from last week!

- What is Employee Engagement
- Maslow's Hierarchy of Needs/ Zinger Model
- Engagement and Wellbeing
- Health Matters

Aims for today:

- Competitive challenges of HR
- PESTLE Analysis
- SWOT Analysis



3 Competitive Challenges Influencing HRM

Technology

Sustainability

Globalisation

Sustainability includes the ability to

- Succeed in a dynamic competitive environment
- Deliver a return to shareholders
- Provide high-quality products, services and work experiences for employees
- Increased value placed on intangible assets
- Increased value placed on human capital, social and environmental responsibility
- Adapt to changing characteristics and expectations of the labor force
- Address legal and ethical issues
- Effectively use new work arrangements

Competitive Challenges Influencing Human Resource Management

- Understand and Enhance the Value Placed on Intangible Assets and Human Capital.
- Knowledge workers.
- Contribute specialized knowledge.
- Training Options:
 - Upskilling or reskilling current employees.
 - Hire and train employees who lack of the complete skill set.
 - Partner with local, federal and state sponsored and funded organisations.
 - Train hard-to-employ individuals.

Competitive Challenges Influencing Human Resource Management

1. Emphasize Empowerment and Continuous Learning:

- Give employees responsibility and authority.
- Hold them accountable.
- Employees share in the rewards and losses.
- Learning organization.

Competitive Challenges Influencing Human Resource Management

2. Adapt to Change:

- Inevitable.
- Employees expected to take more responsibility for own careers.
- Challenge is how to build a committed, productive workforce.
- Employees manage change through agility.
- Changes in the employment relationship.

Competitive Challenges Influencing Human Resource Management

3. Maximize Employee Engagement:

- Passionate about their work.
- Committed to the company and its mission.
- Work hard to contribute.
- Measured with attitude or opinion surveys.
- Focus on employee experience.
- **Employee value proposition (E V P).** To attract and retain talented employees, companies often use an employee value proposition (EVP) to communicate the experience that employees can expect. An **employee value proposition (EVP)** is a strategic statement that communicates the company values, how they affect employees, and how the employee experience reflects the values.

Table 1.7 Common Themes of Employee Engagement

COMMON THEMES OF EMPLOYEE ENGAGEMENT

1. Pride in employer.
2. Satisfaction with employer.
3. Satisfaction with the job.
4. Opportunity to perform challenging work.
5. Recognition and positive feedback.
6. Personal support from manager.
7. Effort above and beyond the minimum.
8. Understand link between one's job and company's mission.
9. Prospects for future growth with the company.
10. Intention to stay with the company.

Competitive Challenges Influencing Human Resource Management

4. Manage Talent:

- Acquiring and assessing employees.
- Learning and development.
- Performance management.
- Compensation.

Competitive Challenges Influencing Human Resource Management

5. Meet the Needs of Stakeholders, Shareholders, Customers, Employees, and Community.
 - Demonstrate performance to stakeholders: the balanced scorecard.
 - Being customer-focused.
 - Improving quality.
 - Emphasizing teamwork.
 - Reducing new product and service development times.
 - Managing for the long term.

Competitive Challenges Influencing Human Resource Management

6. Demonstrate Social Responsibility.

- Helps boost company's image with customers.
- Helps gain access to new markets.
- Helps attract and retain talented employees.

Competitive Challenges Influencing Human Resource Management

7. Legal Issues:

- Employment laws and regulations.
- Eliminating discrimination and harassment.
- Health care coverage.
- Immigration.
- Data security practices and protecting intellectual property.

Meeting Competitive Challenges Through HRM

Dimensions of HRM Practices

- Managing the HR environment
- Acquiring and preparing HR
- Assessment and development of HR
- Compensating HR

Dimensions of HRM Practices

- Managing environmental factors allows employees to make a greater contribution to company productivity and competitiveness.
- HRM measures performance, creates an employment relationship and mutually beneficial work environment and designs pay, benefit and reward systems.
- Customers needs for new products or services influence the number and type of employees needed. HRM determines employee requirements and training.



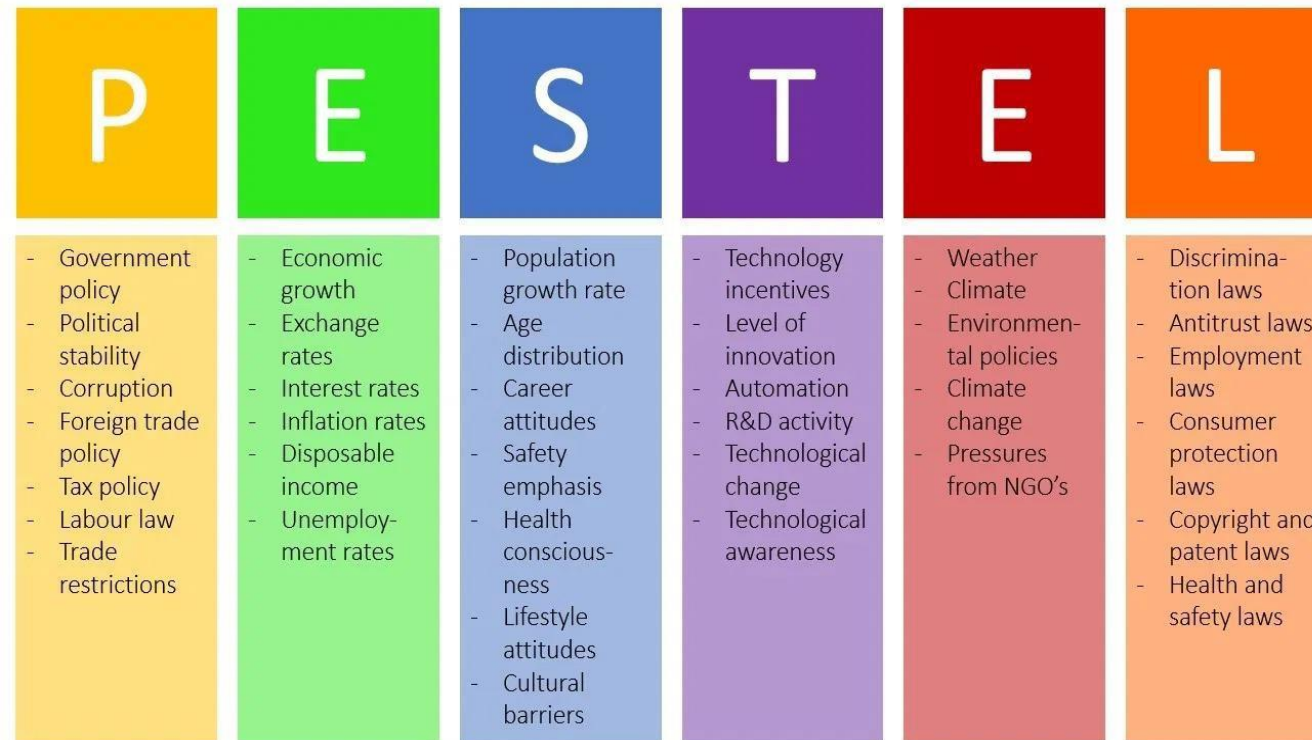
Break (10
Minutes)





The PESTEL framework

The PESTEL framework categorises environmental factors into six key types:



In relation to Assessment One (Element One)

Task (Element 1):

A job vacancy has opened at the Delta by Marriott, where they are looking to attract a talented individual to apply and potentially interview for the job if their qualifications seem like a good match. Acting as a HR professional for the Delta By Marriott, come up with and construct a job advertisement suited for the role as **Hotel Manager**. The job advertisement must include an honest, detailed description that can attract talent with the right skills and experience to fulfil the duties of the role. Also, through some of the factors of a PESTLE analysis, highlight what the main **Social, Technological, Environmental** and **Legal** considerations throughout the recruitment process.

Social

- Also known as socio-cultural factors, are the areas that involve the shared belief and attitudes of the population.
- These factors include –age distribution, health consciousness/flexible working, career attitudes and so on.
- It is important that HRM keep up with changing behaviours such as the increase in social media usage for effective recruitment channels to target the right demographic.



Technological

- Over the last 10 years, changes in technology have massively impacted every industry and the degree and speed that this will occur in the future is only going to increase.
- Examples of how technology is used in human resource management:
 1. Employee Management & Talent Management
 2. Employee Engagement & Employee Management
 3. Training and Development
 4. **Recruitment & Selection**
 5. Employee Scheduling and Tracking
 6. Documentation
- However, you should keep in mind that technological breakthroughs can't compete with humans. Some roles and tasks are better off done by humans. While this is true, technology is still important to businesses.



Environmental

- The environment has become important due to the increasing scarcity of raw materials, pollution targets, doing business as an ethical and sustainable company, carbon footprint targets set by governments (this is a good example where one factor could be classed as political and environmental at the same time).
- More and more consumers are demanding that the products they buy are sourced ethically, and if possible, from a sustainable source.
- (Marriott and their sustainable agenda with the Serve 360 programme)
- Hotels are:
 - Reducing carbon footprint
 - Saving money on operational expenses
 - Protecting the environment



Legal

- Health and Safety, equal opportunities, advertising standards, consumer rights and laws, product labelling and product safety.
- Important for companies to know what is not legal in order to trade successfully.
- Employment Law
- If an organisation trades globally this becomes more difficult as each country has its own set of rules and regulations.



Example (In relation to Assessment One – Element 1)

Social

- Diverse workforce.
- Different generations working together.

Technological

- Scheduling software's.
- AI?
- Video conferencing

Environmental

- Where does the interview take place?
- Does having a 'green' image enhance the organisation's image for talent (Gen Z)?

Legal

- Discrimination (Employment law)
- How about the interview itself and how questions are worded.

Activity

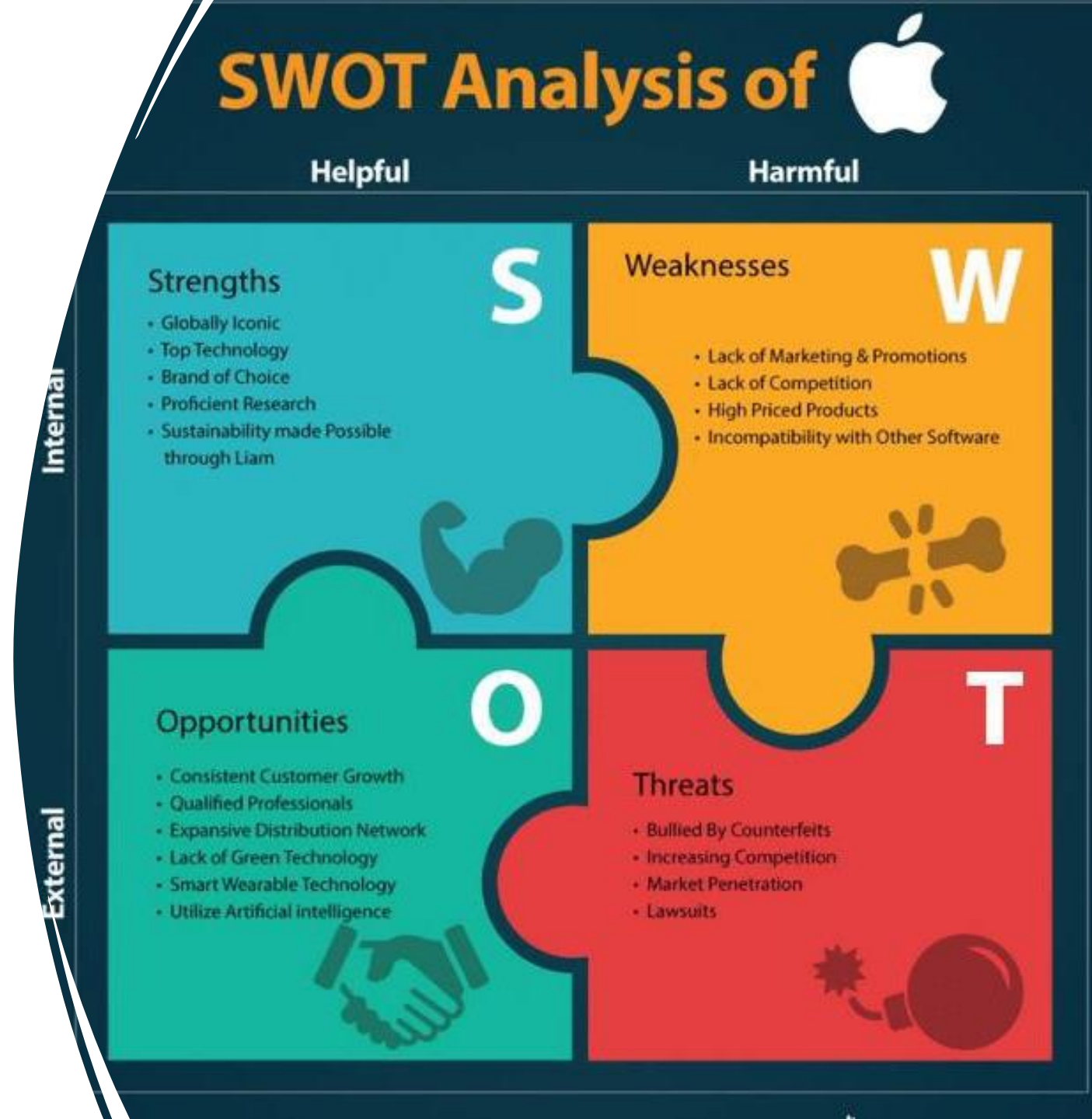
- In relation to Assessment One (Element One), research what the main **Social, Technological, Environmental** and **Legal** factors are for the recruitment process.





SWOT

- A SWOT analysis is a planning tool which seeks to identify the Strengths, Weaknesses, Opportunities and Threats involved in a project or organisation. It's a framework for matching an organisation's goals, programmes and capacities to the environment in which it operates. (CIPD, 2021)



In relation to Assessment One (Element Two)

Task (Element 2)

Following the recruitment of a new Hotel Manager at the Delta by Marriott, provide in detail what the 'Onboarding' process will look like from the first step to the last. Following on from the onboarding process and the employee has settled in their role, they are now looking at ways to get better. Implement strategies that you can put in place to aid the 'Development' for the employee. Provide evidence of live industry examples. You also must identify through a SWOT analysis, the strengths, weaknesses, opportunities and threats regarding this process.

Strengths

Question: What are the strengths regarding the onboarding and development process?

- Better employee experience
- Higher employee engagement
- Better employee retention
- Stronger company culture
- Increased productivity
- Better business outcomes
- Easier talent attraction
- Leadership
- Communication
- Mentoring



Weaknesses

Question: What are the weaknesses regarding the onboarding and development process?



- Misleading job descriptions
- Little to no pre-boarding (turn up day 1 with no paperwork completed)
- Neglecting feedback
- Providing quality information for new employees
- Establishing goals and expectations
- Giving too much information too quickly
- Staying consistent
- Addressing cultural and generational differences
- Lack of opportunity / no clear direction
- No development opportunities in place or lack of
- Unsupportive managers
- Lack of communication
- Resource limitations

Opportunities

Question: What are the opportunities regarding the onboarding and development process?



- Boost employee engagement / fostering a relationship between the new hire and management
- Reinforcing the company's commitment to helping employee's professional growth
- Proving that management recognises the employee's talent.
- Better employee experience
- Better employee retention
- Stronger company culture
- Increased productivity > Better business outcomes
- Easier talent attraction

Threats

Question: What are the threats regarding the onboarding and development process?

- Boredom
- Low/ poor productivity
- Impact on business results
- Staff turnover
- Jealousy (if certain opportunities are not available in other departments)



Example (In relation to Assignment 1 – Element 2)

Strengths

- Introduce employees into the organisation and embedding them into the culture.
- Opportunities to grow = motivation to work and progress

Weaknesses

- Too long/boring
- Not tailored enough

Opportunities

- Opportunity to foster the relationship between managers and new hires.
- Reinforces the company's commitment to helping employee's professional growth and recognising employee talent.

Threats

- Don't know the processes of the organisation.
- Lack of opportunities = risk of losing your talent?
- Staff turnover

Activity

- In relation to Assessment One (Element 2), consider what the main **Strengths, Weaknesses, Opportunities** and **Threats** are when it comes to the onboarding process.



Today's Recap:

- Competitive challenges of HR
- PESTLE Analysis
- SWOT Analysis

Suggestions for this week:

- Log into Moodle and recap on the slides we went through today.
- Continue to work on Assessment 1 and submit by Monday 4th March 23.59pm.

Recap and Suggestions



- To understand what recruitment is
- Stages on recruitment
- How we recruit
- Selection process

Next Week!



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I look forward to seeing you
next week.

If you have any questions
in the meantime, please
send an email from your
student account.

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