

## Unit 24 - Human Resource Management in Tourism (THM3005)

Competences: – at the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Recognize the importance of a professional approach to HRM as an essential means for optimising the performance and commitment of an organisation's employees.
- b) Recognize the role of effective and efficient people resourcing (HR planning, recruitment and selection) in securing a workforce with the requisite knowledge, skills and attitudes, enabling them to contribute to organisational goals.
- c) Establish the theory and practice related to the full range of HRM functions (learning, performance management, reward/recognition and employee relations).
- d) Identify the content and significance of key developments in the HRM arena, especially High Performance Working (HPW), employee 'engagement', employer branding, and self-managed learning.
- e) Manage human resources within tourism establishments according to established practices and approaches.

Knowledge – at the end of the module/unit the learner will have been exposed to the following: (This can be a list of knowledge/content items)

- a) A knowledge of the range of models/theories concerned with human resource management (HRM) and how these might be applied to the tourism and hospitality sector.
- b) A knowledge of HR planning, selection and recruitment procedures.
- c) An understanding of Learning theories and their use in helping to design and deliver learning.
- d) An appreciation of methods of performance management applied in the tourism and hospitality industries; including objective-setting and systematic performance and development review (appraisal).

e) An understanding of the nature and importance of High Performance Working (HPW) and the application of HPW techniques to a range of different organisational situations.

f) An understanding of the nature and significance of employer branding and the factors which contribute to the authentic development of the organisation as an employer brand.

Skills – at the end of the module/unit the learner will have mastered the following skills:

**Applying knowledge and understanding**

The learner will be able to:

a) Apply the theory of human resources management in practical tourism and hospitality business situations.

b) Apply suitable methods in performance management (objective setting and systematic performance review) and for managing performance (control/monitoring systems, absence control and the design of disciplinary procedures).

c) Apply fundamentals of what it means to be a 'professional', both as an HR practitioner and also as a manager with accountabilities for people performance – including the ethical, legal and 'duty of care' dimensions of the managerial role.

d) Apply the principal elements in the processes of recruitment and selection (including e-recruitment).

e) Apply learning theories to the design and delivery of cost-effective induction and occupational training/development events.

***Judgment Skills and Critical Abilities***

The learner will be able to:

a) Evaluate the changing context of human resource management, with a view of exploring the process in international tourism organisations.

b) Distinguish the nature of employee/labour relations in the industry, and the internal and external influences they face.

c) Examine the relevance and implications of the growing emphasis on equality of opportunity in a particular employment situation.

d) Assess how organisations with an international dimension develop ethnic and cultural awareness.