I. INTRODUCTION

A. This course presents a systematic approach to human resources management in the hospitality industry. Students will analyze contemporary issues and practices, as well as the trends that will transform the way people are managed.

B. This course, HAMG 1324 Hospitality Human Resource Management, is a required course in the Hotel Management Specialization Degree Plan.

C. This course is occupationally related and serves as preparation for jobs in the Hotel Management Specialization Degree Plan.

D. Prerequisite: None

E. Alphanumeric coding used throughout this syllabus denotes integration of the Secretary’s Commission on Achieving necessary Skills (SCANS) occupational competencies (CA, C1, 2, B, etc.) for this course. The instructor will ensure the designated SCANS competencies and skills are addressed in the course. A detailed description of each competency/Skill is contained in “A SCANS Report for America 2000,” Executive Summary is furnished.

II. LEARNING OUTCOMES

Upon successful completion of this course, HAMG 1324, the student will be able to:

A. Describe the basic scope and implications of major employment laws.

B. Identify the factors that affect labor supply and demand, and how to forecast labor supply and demand.

C. Summarize important considerations of internal and external recruiting.

D. Analyze common selection methods.

E. Identify techniques and approaches to employment interviewing.
F. Describe typical orientation and socialization programs.

G. Compare the advantages and disadvantages of several performance appraisal systems.

H. Outline basic considerations of compensation administration, such as determining pay scales.

I. Evaluate the effectiveness of various individual and group incentive programs.

J. Explain the major legislation affecting the organization of unions.

K. Describe the process and possible outcomes of the collective bargaining process.

L. Summarize typical grievance procedures in both union and non-union properties.

M. Discuss the authority of the Occupational Safety and Health Administration, including the implications of the OSHA Hazardous Communication Standard.

N. Analyze employee health and safety issues as well as the programs designed to address them.

O. Compare common approaches to employee discipline and understand possible consequences of each.

P. Provide guidelines for employee discharge and terminations.

Q. Explain the history, philosophy and other basics of social responsibility programs.

R. Describe the foundations of ethics in the hospitality industry.

III. SCANS COMPETENCIES:
The following Scans competencies and foundation skills will be covered in this course:

1. Competencies
   a. Resources
      (1) Time (CA1)
      (2) Money/Budget (CA2)
      (3) Materials/facilities (CA3)
      (4) Human Resources (CA4)
b. Interpersonal Skills
   (1) Teamwork (CB1)
   (2) Teaches others (CB2)
   (3) Leadership (CB3)
   (4) Cultural diversity (CB6)

c. Information
   (1) Acquires evaluates (CC1)
   (2) Organizes/maintains (CC2)
   (3) Interprets/communicates (CC3)

d. Systems
   (1) Understands (CD1)
   (2) Monitors/corrects (CD2)
   (3) Improves/designs (CD3)

2. Foundation Skills
a. Basic Skills
   (1) Reading (FA1)
   (2) Writing (FA2)
   (3) Listening (FA4)
   (4) Speaking (FA5)

b. Thinking Skills
   (1) Reasoning (FB6)

c. Personal Qualities
   (1) Responsibility (FC1)
   (2) Self-esteem (FC2)
   (3) Sociability (FC3)
   (4) Self-management (FC4)
(5) Integrity/honesty (FC5)

IV. INSTRUCTIONAL MATERIALS
A. The instructional materials identified for this course are viewable through http://www.ctcd.edu/im/im_main.asp

V. COURSE REQUIREMENTS FOR ONLINE:
1. Instructor Contact: – registration information will be forwarded to Hospitality Department and instructor assigned. Instructor will make contact within 48-hours (excluding weekends and holidays).
2. Writing Requirements
   Follow instructions in course lessons.

VI. COURSE REQUIREMENTS FOR CLASSROOM:
A. Reading Assignments: Read text assignments prior to class and be prepared to discuss the text material, answering instructor questions orally with well-organized thoughts and ideas. (FA1, FA5, CC3)
B. Class Attendance: (Refer to CTC Catalog, Page 43, for detailed policy). You are expected to attend each class period, be on time and stay the full class period or are counted absent. You are responsible for all course material missed due to absence. The instructor does not provide class notes for classes missed. (FC1, FC4)
C. A student must be present for all examinations. No make up examinations will be given.
   1. Students who know in advance they will be absent from an examination due to valid reasons must arrange to take an early examination. Unexpected absences due to illness or extenuating circumstances will require the student to see the instructor about individual make-up work in lieu of the missed examination.
D. Students without excused absences will be given a zero for the examination missed.

VII. EXAMINATION ONLINE (CC1 & 2, FC2)
A. There will be four examinations, each valued at 100 points, and 1 Exam (Final).
B. This course consists of two segments:
1. Course registration – orientation – instructor contact.
2. CTC Hospitality Department specific course requirements.

VIII. SEMESTER GRADE COMPUTATIONS-CLASSROOM

A. Four Examinations 400 points
   Quizzes 4 @ 50 points each 200 points
   Instructor Evaluation 100 points
   Total 700 points

B. Letter grades will be assigned based on total points earned as follows: (Note: Pop Quiz points will be added and point/letter grade requirements will be adjusted as required.)
   630-700 pts. A 417-487 pts. D
   559-629 pts. B 0-416 pts. F
   488-558 pts. C

IX. NOTES AND ADDITIONAL INSTRUCTIONS FROM COURSE INSTRUCTOR

A. Course Withdrawal: It is the student’s responsibility to officially withdraw from a class if circumstances prevent attendance. Any student who desires to, or must, officially withdraw from a course after the first scheduled class meeting must file a Central Texas College Application for Withdrawal (CTC Form 59). The Withdrawal form must be signed by the student.

CTC Form 59 will be accepted at any time prior to Friday, the 12th week of classes during the 16-week fall and spring semesters. The deadline for sessions of other lengths is:

   10 – week session Friday of the 8th week
   8 - week session Friday of the 6th week
   5 - week session Friday of the 4th week

The equivalent date (75% of the semester) will be used for sessions of other lengths. The specific last day to withdraw is published each semester in the Schedule Bulletin.

A student who officially withdraws will be awarded the grade of “W”, provided the student’s attendance and academic performance are satisfactory at the time of official withdrawal. Students must fill a withdrawal application with the College before they may be considered for withdrawal.
A student may not withdraw from a class for which the instructor has previously issued the student a grade of “F” or “FN” for nonattendance.

B. Administrative Withdrawal: An administrative withdrawal may be initiated when the student fails to meet College attendance requirements. The instructor will assign the appropriate grade on CTC Form 59 for submission to the registrar.

C. Incomplete Grade: The College catalog states, “An incomplete grade may be given in those cases where the student has completed the majority of the course work but, because of personal illness, death in the immediate family, or military orders, the student is unable to complete the requirements for a course…” Prior approval from the instructor is required before the grade of “I” is recorded. A student who merely fails to show for the final examination will receive a zero for the final and an “F” for the course.

D. Cellular Phones and Electronic Devices: Cellular phones and electronic devices will be turned off while the student is in the classroom or laboratory.

E. Americans with Disabilities Act (ADA): Students requiring accommodations for disabilities are responsible for notifying the instructor. Reasonable accommodations will be granted in full compliance with federal and state law and Central Texas College policy.

F. Instructor Discretion: The instructor reserves the right of final decision in course requirements.

G. Civility: (FC3) Individuals are expected to be cognizant of what a constructive educational experience is and respectful of those participating in a learning environment. Failure to do so can result in disciplinary action up to and including expulsion.

H. Honesty and Integrity: (FC5) All students are required and expected to maintain the highest standards of scholastic honesty in the preparation of all course work and during examinations. The following will be considered examples of scholastic dishonesty:

1. Plagiarism: The taking of passages from writing of others without giving proper credit to the sources.
2. Collusion: Using another’s work as one’s own; or working together with another person in the preparation of work, unless joint preparation is specifically approved in advance by the instructor.
3. Cheating: Giving or receiving information on examinations.
X. COURSE OUTLINE

A. Unit One: Chapters 1, 2, & 3. Overview of Human Resource Management.


1. Unit Objectives: Upon successful completion of this unit, the student will be able to:

   a. Provide a brief overview of the hospitality and tourism industries, and emphasize the importance of effective human resources management to all organizations within them.
   b. Explain how human resources management relates to the management of a hospitality and tourism organization.
   c. Present an overview of human resources activities, and explain external and internal influences that affect them.
   d. Review the importance of diversity in the hospitality workplace, and tell basic procedures important in planning and implementing a valuing-diversity emphasis.
   e. List specific human resources responsibilities important in most hospitality and tourism organizations.
   f. Define and describe “employment law,” the legislation directly addressing employer-employee relations.
   g. Recognize the importance of the government’s role in establishing legal requirements affecting HR management.
   h. List and briefly describe selected labor-related legislation enacted in the United States by the federal government.
   i. Identify the unique issues facing hospitality companies that operate units in countries with legal systems different from that of the United States.
   j. Recognize and appreciate the unique HR-related responsibilities of the hospitality unit manager.
   k. Recognize and describe the difference between the HR policies and HR procedures utilized by employers.
   l. Identify the steps managers use to develop HR management policies and procedures.
   m. Understand the importance of seeking legal counsel and/or review prior to implementing HR policies and procedures.
   n. Recognize and appreciate the role advanced technology is currently playing, and will continue to play, in the process of HR-related policy and procedure development.
   o. Recognize the most significant reasons why HR managers must develop, implement, and maintain effective HR recordkeeping systems.
2. **Learning Activities:**

   a. Classroom lecture/discussion *(FA4)*
   b. Online Course
   c. Homework and other assignments designated by the instructor *(FA1)*

**B. Unit Two:** Chapters 4 & 5. Securing Human Resources.

Employee Recruitment and Selection; First Impressions and an Ethical Foundation.

1. **Unit Objectives:** Upon successful completion of this unit, the student will be able to:

   a. Identify the factors that HR managers must consider prior to planning and initiating their organization’s employee recruitment efforts.
   b. Differentiate between the actions HR managers take when electing to conduct internal, external, or outsourced searches for qualified employees.
   c. List and explain the importance of applications, interviews, testing, background checks, and references – the five major activities that HR managers undertake when screening employees for possible selection.
   d. Understand and explain the potential legal liability related to negligent hiring.
   e. Describe the legal differences between a conditional job offer and a final job offer.
   f. Review the basic concerns of new employees as they begin work in a hospitality organization.
   g. Explain important procedures that should be used as employee orientation programs and procedures are developed and implemented.
   h. Note the importance of employee handbooks, and list typical policy and procedure topics that might be included in them.
   i. Identify basic concerns that should be addressed as employee mentoring programs are planned and implemented.
   j. Discuss the role of ethics in the management of human resources.

2. **Learning Activities:**

   a. Classroom lecture/discussion *(FA4)*
   b. Online course
   c. Homework and other assignments designated by the instructor *(FA1)*

**C. Unit Three:** Chapters 6-10: Human Resources in Action.

Planning Training Programs; Delivering and Evaluating Training Programs; Compensation Programs; Performance Management and Appraisal; Employee Health and Safety.
1. **Unit Objectives:** Upon successful completion of this unit, the student will be able to:

a. Define the term *training*, note its benefits, and discuss common obstacles to and myths about training.

b. Recognize basic learning principles that influence how training programs should be planned and implemented.

c. State characteristics that are important for an effective trainer.

d. Explain procedures required for use in the first seven steps in a formal training process.

e. Provide an overview of the individual on-job training process.

f. Explain steps that are important in the four-step individual (on-job) training method.

g. Explain additional on-job training approaches.

h. Provide an overview of the group training process.

i. Review specific procedures to prepare for group training.

j. Discuss procedures to facilitate group training.

k. Discuss the training evaluation process.

l. Describe the differences between extrinsic and intrinsic rewards as they relate to employee compensation programs.

m. Explain how compensation programs are affected by federal, state, and local laws.

n. List and describe the most common forms of direct financial compensation.

o. List and describe the most common forms of indirect financial compensation.

p. List and describe some of the most common forms of nonfinancial compensation.

q. Identify the benefits of a formal performance appraisal program.

r. Explain the rational for the steps in a progressive disciplinary program.

s. Describe the role of employee improvement tactics as an integral part of the performance management process.

t. Differentiate between a voluntary and a nonvoluntary employee separation, and explain the function of the exit interview.

u. Identify major legal issues related to performance management and appraisal.

v. Explain the roles of federal agencies responsible for ensuring a safe workplace.

w. Explain the advantages enjoyed by employers who provide healthy worksites for their employees.

x. Describe the differences and similarities between employee assistance programs and employee wellness programs.

y. Review the legal and moral responsibilities employers have to ensure a safe and secure worksite.

z. List and describe specific steps employers can take to help prevent workplace violence.
2. Learning Activities:

   a. Classroom lecture/discussion (FA4)
   b. On line Instruction
   c. Homework and other assignments designated by the instructor (FA1)

D. Unit Four: Chapters 11-13: Special Human Resources Concerns

Role of Human Resources in Strategic Planning and Organizational Change; Critical Issues in Human Resources Management; Human Resources: Planning for Global Expansion.

1. Unit Objectives: Upon successful completion of this unit, the student will be able to:

   a. Identify factors that influence organizational change, and discuss how they impact the role of human resources in managing.
   b. Explain the role of the human resources function in strategic planning.
   c. Review the continuum of organizational change, and the role of the human resources function to manage change along it.
   d. Explain basic issues that create organization-wide resistance to change, and explore human resources aspects of these issues.
   e. Explain how the responsibilities of human resources managers are affected when employees are unionized.
   f. Discuss guidelines that are helpful in facilitating the work of staff members belonging to various age groups.
   g. Provide tactics that may be useful when organizational downsizing and outsourcing strategies are planned and implemented.
   h. Review basic procedures that are useful in the succession planning process.
   i. Identify the benefits of and basic steps that human resources managers can use to develop and assist staff members with career planning activities.
   j. Explain the increased need for hospitality organizations to have a presence in the international marketplace.
   k. Review how cultural factors affect the conduct of international business.
   l. Discuss the process of and challenges involved in a successful international assignment.
   m. Describe important considerations when managing hospitality employees in a foreign country.

2. Learning Activities:

   a. Classroom lecture/discussion (FA4)
   b. Online Instruction
   c. Homework and other assignments designated by the instructor (FA1)