

Name: Pavetra RaviChandran

Login ID: pavetra@oasis-portal.com

Course title: Essentails Of Human Resources

Subject Code: BHM01

Submitted date: 05/06/2017

**Table of Contents**

|  |  |  |
| --- | --- | --- |
| **NO** | **DETALIS** | **PAGE** |
| **1** | **EXECUTIVE SUMMART** | **2** |
| **2** | **INTRODUCTION** | **3-4** |
| **3** | **ASSIGNMENT QUESTION** | **5-43** |
|  | **PART 1** | **5-16** |
|  | **PART 2** | **17-25** |
|  | **PART 3** | **26-35** |
|  | **PART 4** | **36-43** |
| **4** | **CONCLUSION** | **44** |
| **5** | **REFERENCES** | **45-46** |
| **6** | **APPENDIX** | **47** |

**Executive Summary**

In this part of my assignment,I have understand and studied about the Human Resources Management (HRM).First part of the question ,i have define the major activities of Human Resources in hospitality.Second part of my assignment, i have convered the planning in Human Resources and the trends in hospitality.Third part of this assignment i studied about the functions of Human Resources and Human Resources Policies.I can brief and elaborate functions of management and how the policy applies in hospitality management.The final part of assignment i convered this topic about organization behaviour in hospitality, groups and structure organzation.How they were applied in the day to day work and most importantly also about the organization behoviour be it in groups or structure...

**Introduction**

*Essentials of Human Resource Management*

This certificate is designed for individuals who are interested in or new to the field of human resources, and also for managers who are looking for some additional training in the primary HR functions.  The Essentials of Human Resource Management certificate is a true introduction to human resource management. The primary focus of this course is to provide participants with a broad overview of the human resource functions. This course is led by a SHRM certified instructor and utilizes the official SHRM curriculum.

The course includes readings, lectures, class discussions, application activities, and a test. The discussions will help students make connections between the readings and the lectures, while the application activities assist in applying new concepts to their workplace. Online and in-class testing will help gauge the level of understanding of the material.

The course is specifically designed for employees with management responsibilities:

* Entry-level human resource professionals
* Supervisors and line managers who have the responsibility for interviewing and training employees
* Individuals seeking a career in human resources
* Employees with management responsibilities
* Staffing specialists
* Benefits coordinators
* HR administrators
* Recruiters
* Payroll assistants

However, individuals considering a career in Human Resources will also benefit from this overview course.

**Assignment Questions**

**Examples:**

Assignment question in this part contain 4 questions

***Question 1***

Define the Major Activities and Human Resources Operation in Hospitality Management. (20 Marks)

**Define human resources mangement?**

The book approaches hospitality human resource (HR) management as a decision making process that affects the performance, quality, and legal compliance of the hospitality business as a whole.  Beginning with a foundation of the hospitality employment law, and HR policies, the coverage includes recruitment, training, compensation, performance appraisal, environmental and safety concerns, ethics and social responsibility, and special issues.

EXPLAIN 5 MAJOR ACTIVITIES (10M)

Recruiting and selection

* Process of locating,identifying,and attracting capable candidates.
* Can be for current or future needs
* What seurces do we for recruitment?
* The process of assessing candidates and appointing a post holder .
* Purpose is to hire the person(s) best able to meet the needs of the organization
* Method of Selection
* Interview
* Aptitude test

Training

* Training tends to be done for current job.
* Aims to improve efficiency.
* Keeps the employee up to date with change in the field.
* Can be external or ‘in-house’.

 Motivation

Motivation employees to perform up to their potential is the key to maintaining a productive,successful business.

Ways in which you can motivation employees

* Interact – Talk to your employees regularly.
* Recongnition & Apprecistion – A job well done should be appreciated and encouraged.
* Pay them Right - Pay employees for what they are worth and the will be happy to work.
* New challenges – Give employees new and intersting challenges to keep them stimulated and learning

Evaloation

* Establishing performance standards and reviewing the performance
* Means to ensure organizational goals are being met.
* To identify employees who are performing well and those who aren’t

**How does human resource in hospitality management (5m)**

**FRONT OFFICE**

The [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo) is the section of a financial firm responsible for functions such as:

* Sales
* Trading
* Mergers and Acquisitions
* Advisory

The [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo) is the client-facing part of the firm and includes the roles which focus on working with and for clients, rather than in support, risk, compliance and operations roles. It is named because traditionally, the client-facing staff would be at the front of the business where they could be seen, and the support staff would be behind them at the back, unseen.

Usually, [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo) roles are income generating and therefore some people argue that roles such as Equity Research are not [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo), as they do not directly generate any revenue although this is clearly wrong, as they are perhaps the most client-facing role there is alongside Sales. On the other hand, traders almost never meet clients so they might not be considered [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo), when they most definitely are.

Often, people get too focused on whether a role is "[front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo)" or not and there is confusion over what is [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo) and what inst, as the examples above demonstrate. Front office roles can be thought of as the intermediary roles, both between clients and between outside and inside roles. For example, two buy-side firms might interact through the Sales force at an [investment bank](https://www.wallstreetoasis.com/forums/searching-for-a-summer-internship), and [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo) bankers interact with both clients and support staff and therefore facilitate the flow of information. Typically, the [front office](https://www.wallstreetoasis.com/finance-dictionary/what-is-the-front-office-fo) is the hardest area of an [investment bank](https://www.wallstreetoasis.com/forums/searching-for-a-summer-internship) to get into, but also has the best pay and exit opportunities.

HOUSE KEEPING

Sample housekeeping job description. Housekeepers are employed either in a private home or in a commercial environment such as a hotel.

Duties will vary according to the employment environment but the basic tasks and skills required to perform the housekeeping job remain the same.

The sample housekeeper job description lists these common tasks and requirements and also identifies the additional tasks and skills required for a housekeeping job in a domestic environment and in a commercial service.

**Main Job Tasks and Responsibilities**

* sweep, scrub, mop and polish floors
* vacuum clean carpets, rugs and draperies
* shampoo carpets, rugs and upholstery
* dust and polish furniture and fittings
* clean metal fixtures and fittings
* empty and clean trash containers
* dispose of trash in a sanitary manner
* clean wash basins, mirrors, tubs and showers
* wipe down glass surfaces
* make up beds and change linens as required
* tidy up rooms
* wash windows as scheduled
* sort, wash, load and unload laundry
* iron and press clothing and linen
* sort, fold and put away clean laundry
* operate mechanized cleaning equipment
* maintain all cleaning equipment and materials in a safe and sanitary working condition

monitor and report necessary domestic repairs and replacements

FOOD AND BEVERAGE (CATERING)

Presented below is an example of the kind of job description usually given to newly employed individuals for the catering server job. It shows typical duties, tasks, and responsibilities of the position.

* Ensure exemplary guest service through all forms of banquet service, carving stations, bartending, running food during events, buffets, plated, replenishing product and supplies in compliance with event standards.
* Ensure that events are properly equipped and executed by transporting, pulling, setting up and breaking down, as well as returning equipment to designated storages in compliance with event standards and instructions.
* Perform side work by helping to provide a safe and clean work environment.
* Clean, organize and restock equipment/product returning from catering events.
* Understand safety responsibilities as well as environmental laws by following established procedures, policies, training and involvement activities.
* Perform other duties that could be assigned.

The sample job description above can equally be used as a source of information in writing the job history section and other segments of the resume to be used in seeking the job of catering server

**SECURITY MANITANENCE**

identification of an organization's [assets](https://en.wikipedia.org/wiki/Asset" \o "Asset) (including [information assets](https://en.wikipedia.org/wiki/Asset_(computer_security)" \o "Asset (computer security))), followed by the development, documentation, and implementation of policies and procedures for protecting these assets.

An organisation uses such security management procedures as [information classification](https://en.wikipedia.org/wiki/Information_classification" \o "Information classification), [risk assessment](https://en.wikipedia.org/wiki/Risk_assessment" \o "Risk assessment), and [risk analysis](https://en.wikipedia.org/wiki/Risk_analysis_(engineering)" \o "Risk analysis (engineering)) to identify threats, categorise assets, and rate system vulnerabilities so that they can implement effective controls.

***Question 2***

Describe the HR planning and trend in hospitality ?

**~HUMAN RESOURCES PLANNING (HRP)? AND TRENDS OF PLANNING IN HRM? (10MARKS)**

**Human resources** is the department that finds, screens, and recruits employees, and ultimately trains those employees. The human resource department also handles all of the employee benefit programs.

So **human resource planning** is the process of making sure there is adequate staffing, and that employees are qualified to meet the needs of the company. In other words, human resource planning is a method of identifying when a company needs more employees, and then finding individuals that are qualified to fulfill those positions. The objective of human resource planning is to avoid shortages or surpluses in labor. Once a shortage is identified, human resource planning begins by recruiting and training new employees. The goals of the process are to forecast a change in the demand of labor, understand and analyze the current labor situation, and see to it that the company is well balanced with the right amount of labor to meet the company's objectives.

|  |  |
| --- | --- |
| ASSESSING HUMAN RESOURCES | Assessment itself can be defined and interpreted in several ways like financial, educational or even psychological assessment however, for the sake of the current discussion we shall stick to the context of HR and define assessments within it. **Assessments are systematic methods of gathering data under standardized conditions and reaching a conclusion regarding the knowledge, qualification and potential of an employee**. |
| DEMAND FORECASTING | **Demand Forecasting** refers to the process of predicting the future demand for the firm’s product. In other words, demand forecasting is comprised of a series of steps that involves the anticipation of demand for a product in future under both controllable and non-controllable factors. |
| SUPPLY FORECASTING | Human Resource supply forecasting is the process of estimating availability of human resource followed after demand for testing of human resource. For forecasting supply of human resource we need to consider internal and external supply. Internal supply of human resource available by way of transfers, promotions, retired employees & recall of laid-off employees, etc. Source of external supply of human resource is availability of labour force in the market and new recruitment. |
| MATCHING DEMAND AND SUPPLY | * Demand management is about moving from merely struggling to meet the increasing demand for health services to shaping this deamand so that health needs individuals and populations are best served with the available resources. * Managing demand does not only mean resucing it:where cost effective health care is underused,demand may need to be encouraged |
| ACTION PLAN | Action plan  A sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan has three major elements (1) Specific tasks: what will be done and by whom. (2) Time horizon: when will it be done. (3) Resource allocation: what specific funds are available for specific activities. Also called action program. |

# EXPLAIN THE ACTION PLAN HR PLANNING IN HOTEL INDUSTRY ?

# RECRUITMENT PLAN

A successful recruitment plan is more than just numbers.Vacancies and recruiting budgets from the basis of recruitment plans,but employing good hiring practices can elevate them.

**TRAINING PLAN**

The training plan should include all topics, knowledge and skills that you need your team to be able to do. You could also add in a broad overview of why training in your business or organization is important and why it is implemented. This should clearly state the reasons for training to your team and helps them understand how important it is to the success of your organization. This can also help to not only build the business case for the training,but starts to provide data on which performance criteria can be identified and the impact of training evaluated

**DEVELOPMENT PLAN**

An employee development plan lays out a clear path for the employee to learn, grow, and advance in a company that is understood by both the employee and maneger.

**PRODUCTIVITY PLAN**

Productivity is the combination of intelligent planning and focused efforts. Staying productive at work or at home can be a challenge . every time the work day ends, odds are that you are not satisfied with what you havw accomplished . productivity can be continuously improved,but here are some pointers that have really worked for me.Effective high-performence work syatems (HPWS) is the name given to a set of systematif HR practices that create an environment where the employee has greater involvement and responsibility for the success of the organization. A high-performance work system is a strategic approach to many of the things we do in HR,including retention.Generally speaking,a HPWS gets employees involved in conceiving,designing and implementing processes that are better for the company and better for the employee, which increases retention.

***Question 3***

Describe the Functions of Management and How the policy applies accordingly in Hospitality Management . (20 marks)

**~ DEFINE HR FUNCTION**

**Recruitment**

The success of recruiters and employment specialists generally is measured by the number of positions they fill and the time it takes to fill those positions. Recruiters who work in-house -- as opposed to companies that provide recruiting and staffing services -- play a key role in developing the employer's workforce. They advertise job postings, source candidates, screen applicants, conduct preliminary interviews and coordinate hiring efforts with managers responsible for making the final selection of candidates.

## Safety

Workplace safety is an important factor. Under the Occupational Safety and Health Act of 1970, employers have an obligation to provide a safe working environment for employees. One of the main functions of HR is to support workplace safety training and maintain federally mandated logs for workplace injury and fatality reporting. In addition, HR safety and risk specialists often work closely with HR benefits specialists to manage the company's workers compensation issues.

## Employee Relations

In a unionized work environment, the employee and labor relations functions of HR may be combined and handled by one specialist or be entirely separate functions managed by two HR specialists with specific expertise in each area. Employee relations is the HR discipline concerned with strengthening the employer-employee relationship through measuring job satisfaction, employee engagement and resolving workplace conflict. Labor relations functions may include developing management response to union organizing campaigns, negotiating collective bargaining agreements and rendering interpretations of labor union contract issues..

## Training and Development

Employers must provide employees with the tools necessary for their success which, in many cases, means giving new employees extensive orientation training to help them transition into a new organizational culture. Many HR departments also provide leadership training and professional development. Leadership training may be required of newly hired and promoted supervisors and managers on topics such as performance management and how to handle employee relations matters at the department level. Professional development opportunities are for employees looking for promotional opportunities or employees who want to achieve personal goals such as finishing a college degree. Programs such as tuition assistance and tuition reimbursement programs often are within the purview of the HR training and development area...

**Compensation and Benefits**

Like employee and labor relations, the compensation and benefits functions of HR often can be handled by one HR specialist with dual expertise. On the compensation side, the HR functions include setting compensation structures and evaluating competitive pay practices. A comp and benefits specialist also may negotiate group health coverage rates with insurers and coordinate activities with the retirement savings fund administrator. Payroll can be a component of the compensation and benefits section of HR; however, in many cases, employers outsource such administrative functions as payroll.

**Compliance**

Compliance with labor and employment laws is a critical HR function. Noncompliance can result in workplace complaints based on unfair employment practices, unsafe working conditions and general dissatisfaction with working conditions that can affect productivity and ultimately, profitability. HR staff must be aware of federal and state employment laws such as Title VII of the Civil Rights Act, the Fair Labor Standards Act, the National Labor Relations Act and many other rules and regulations.

DEFINE HR POLICIES

**Organzational Structure**

For an organization to progress effectively and also to help employees understand the formal structure of the organization,it is essential to have a structured policy.These policy should be applied in each department within the organzation.To give their employees a better understanding on the organzational structure,the organization can should alow the staffs together with management to construst the policy..

**Legal issues**

Legal issues cover any sort of discrimination (age,sex,colour,origin,religion),medical leave,pregnancy leave,drug free working environment ,disabilities and etc.These allows an candidate who are attending an interview,have the right to not answer any discrimintion related questions.Discrimintion related questions are completely prohibited.An interviewer can only ask about the candidate’s ability,skills and knowledges related to the job.For an employees,these policy allows him\her to protect themselves from any sort of discrimintion.Moreover,legal issues also allows rn employees to get some benefits from their management.

**Supervision guide**

Supervision is an action related to supervise employees and provide direction.it is also to oversee a work of a staff and his\her progress.there are some levels in supervision.For example ,supervisor supervise entry level staffs while managers supervise the work of supervisors.Supervision often includes conducting a basic management skills such as decision making,problem solving and also planning process.The staff also need to manage their depertment and teams.hiring and provide traning for employees also some of task falls under supervision.

**Consistency**

Consistency can be defined as being in compliance with a set of rules, guidelines or policies.Having consistency in working environment have its own benefits.Workplace in which consistency is applied, its appear to be a better organized working environment.This feature assure their employees about their stability.When there is consistency ,the workplace will likely to seem less chaotic.This situation creates comfortable within employees..

**~ DECRIBE NOW FUNCTION OF MANAGMENT AND POLICIES APPLIED IN HOSPITALITY MANAGEMENT?**

Hospitality industry established to provide service to people. This set out to be the industry's main priority. The role of HR departent in this issue is to take the responsibility of management and let the management focus on the business. Hospitality industry's priority is to serve people expertly, thus it's a HR department's responsibility to recruit the best people to carry out the task. HR department also have to manage issues regarding wages and compensation and ensures the wages offered in par with those competitors.HR also have to provide programs to increase the growth of morale within employees to ensure the employees working towards achieving organization goals. HR also need to protect their employees from working for long hours or without off days that may lead to dissatisfaction. HR should know the employment law and make sure the organization obeys the law.

Policies are so vital for a better organization. One of the HR policies is to ensure employee satisfy with his/her working environment. By communicating with employees, HR staff can get to know about the problem they are facing and help them to solve the issues for the development of their employee. Promotion is also necessary to satisfy employee. HR responsibility is to evaluate employee's performance and to give promotion as per their invidual performance. HR also responsible to provise training session for their employees.

***Question 4***

Explain in detail about Oraganizational Behavior in Hospitalityand brief on Groups and Structure in Organization.

**~ EXPLAIN IN DETAIL ORANGANIZATION BEHAVIOUR IN HOSPITALITY**

**Motivational Skills**

Motivational skills in the workplace can be defined as actions or strategies that will elicit a desired behavior or response by a stakeholder.

Motivational tactics will vary given the style of the motivator, their relationship with the target of the motivation, and the personality of the individual to be motivated.

**Communication skills**

Communication is simply the act of transferring information from one place to another. It may be vocally (using voice), written (using printed or digital media such as books, magazines, websites or emails), visually (using logos, maps, charts or graphs) or non-verbally (using body language, gestures and the tone and pitch of voice).  
  
Read more at: <https://www.skillsyouneed.com/ips/communication-skills.html>

**Creating skills**

Most people associate creativity with the arts like writing a novel, painting a picture, or composing music. These are all creative endeavors, but not all creative thinkers are artists. Indeed, many jobs require a lot of creative thinking, despite having nothing to do with the arts. Creativity simply means being able to come up with something new. If you can do that, not only can you enrich your own personal life, but you’ll have an advantage in whatever field you enter.

You just need to recognize your own creativity..

### **Team Building**

The ability to build cohesive working units is a highly valued skill for most employers.

Team building is a process by which individual members of a department or interdepartmental group are encouraged to develop a more collaborative working relationship.

Managers, supervisors, and outside consultants seek to instill a cooperative spirit within team members as well as an understanding and appreciation of the roles which fellow employees play.

**Trust building**

six steps to build trust in the workplace.  
  
**1. Be Honest**

The first step in building trust is to be honest.

* Tell the truth. Even small lies and twisted truths are still lies.
* Share honest information, even if it's to your disadvantage.
* Don't steal -- on expense reports, from the supply cabinet or your colleagues.

**2. Use Good Judgment**

The second step is to know what information to share, when to share it and when notto share it.

* Protect employee's personal information and company or competitors' proprietary information as if it were your own.
* Think twice before sharing a blunt, unsolicited judgment. Extreme honesty may hurt the recipient, ironically destroying trust and the safe environment.
* Don't expect apologies to erase your wrongdoings. Apologies might earn a forgive, but perhaps not a forget.
* Avoid "just between us" secret conversations unless necessary to the benefit of the company.

**3. Be Consistent**

The third step is to be consistent in words and behaviors. It's not enough to be trustworthy only on Tuesdays and Thursdays.

* Show up -- every day and on time -- and stay at least the required hours.
* Do the work; meet or exceed the job description and company standards.
* Do what you say you will do. Fulfill your promises.

**4. Be Honest in Nonverbal Communications**

Body language experts tell us that more than half of communications' impact is in [nonverbal](https://www.monster.com/career-advice/article/nonverbal-communications-interview) communications. To increase trust through body language:

* Look others in the eye with comfortable and direct eye contact.
* Exhibit open body language with: 1) open arms versus closed across the chest or hands clasped together, 2) hands kept in sight (not behind you or in your pockets) and open (not in a fist), and 3) legs uncrossed with feet flat on the floor, while seated.

**5. Have a Mutually Beneficial Attitude**  
  
Blatant self-serving agendas may cast doubt on one's trustworthiness. In reality, everyone has self-serving agendas, but it is the level of harm to others that determines the level of trust in that person. To increase trust:

* Avoid me, me, me. Genuinely care about others and promote we, we, we.
* Nurture mutually beneficial relationships with open communications.
* Willingly accept information and constructive critique.

**6. For the Leaders**

Trusted leaders are sorely needed. Leaders should be able to:

* Ask the hard questions to build and protect the company.
* Listen and consider others' ideas with an open mind.
* Focus on issues and solutions rather than personalities.
* Set the example, by being responsible and accountable.

**~ EXPLAIN THE ORANGANIZATION BEHAVIOUR ON GROUPS AND STRUCTURE (10MARKS)**

Organzational behaviour \ structure

structure

Groups

individual

**Conclusion**

Base on this assignment,I learned lots of knowledge about Human Resource Of Management, by this assignment how to run up the a good organization..As a good Human Resource they need to recruit a good employees so that they can run up a ggod organization.I study by this assignment ,how Human Resource Management role is more most important for organization .By this topic without Human Resource Management can not get a successful organzation in business world.

References

* <https://www.keka.com/5-major-functions-human-resource-management/>
* <http://www.younghrmanager.com/roles-and-functions-of-the-human-resource-department>
* <https://www.brown.edu/about/administration/policies/index.php?q=category/human-resources>
* <https://www.inc.com/encyclopedia/human-resource-policies.html>
* <http://managementhelp.org/supervision/roles.htm>
* <https://www.google.com.sg/search?q=recruitment&source=lnms&tbm=isch&sa=X&ved=0ahUKEwi38pGO0ZnUAhVKP48KHfEcBBsQ_AUICigB&biw=1280&bih=670#tbm=isch&q=recruitment+and+selection&imgrc=_>
* <https://www.google.com.sg/search?q=recruitment&source=lnms&tbm=isch&sa=X&ved=0ahUKEwi38pGO0ZnUAhVKP48KHfEcBBsQ_AUICigB&biw=1280&bih=670#tbm=isch&q=evaluation&imgrc=_>
* <https://www.google.com.sg/search?q=recruitment&source=lnms&tbm=isch&sa=X&ved=0ahUKEwi38pGO0ZnUAhVKP48KHfEcBBsQ_AUICigB&biw=1280&bih=670#tbm=isch&q=compensation>
* [https://www.google.com.sg/search?biw=360&bih=306&tbs=isz%3Al&tbm=isch&sa=1&ei=phs1Wd\_qA8rzvASr7p\_oDg&q=organizational+behavior+in+hospitality+industry&oq=Organizational+behavior+in+hospita&gs\_l=mobile-gws-img.1.0.0i24k1l2.260718.275309.0.276845.35.34.0.1.1.0.275.4626.0j31j3.34.0....0...1.1.64.mobile-gws-img..0.35.4664.3..0j41j0i67k1.xU2xZoaxQ2w#tbs=isz:l&tbm=isch&q=group+and+structure+organization](https://www.google.com.sg/search?biw=360&bih=306&tbs=isz%3Al&tbm=isch&sa=1&ei=phs1Wd_qA8rzvASr7p_oDg&q=organizational+behavior+in+hospitality+industry&oq=Organizational+behavior+in+hospita&gs_l=mobile-gws-img.1.0.0i24k1l2.260718.275309.0.276845.35.34.0.1.1.0.275.4626.0j31j3.34.0....0...1.1.64.mobile-gws-img..0.35.4664.3..0j41j0i67k1.xU2xZoaxQ2w" \l "tbs=isz:l&tbm=isch&q=group+and+structure+organization)
* <https://www.google.com.sg/search?q=recruitment&prmd=inmv&source=lnms&tbm=isch&sa=X&ved=0ahUKEwjk95TQq6bUAhUKRI8KHVFxC8sQ_AUICSgB&biw=360&bih=511&dpr=2>
* <https://www.google.com.sg/search?q=safety&prmd=inmv&source=lnms&tbm=isch&sa=X&ved=0ahUKEwjKy8jpq6bUAhWIN48KHdSQBrQQ_AUICSgB&biw=360&bih=511&dpr=2>

<https://www.google.com.sg/search?q=organizational+behavior+in+hospitality+industry&source=lnms&tbm=isch>

Appendix

figure 1: **ORANGANIZATION BEHAVIOUR ON GROUPS AND STRUCTURE**

Organzational behaviour\ structure

groups

individual