

Name: DURGADEWI A/P MURUGAN

Login ID: durgadewi@oasis-portal.com

Course title: Essentials of Human Resources

Subject Code: BHM01

Submitted date: 05 JUNE 2017

**Table of Contents**

|  |  |  |
| --- | --- | --- |
| No | Details | Page |
| 1 | Executive Summary | 2 |
| 2 | Introduction | 3 |
| 3 | Assignment Question  Part 1 | 5 |
|  | Part 2 | 15 |
|  | Part 3 | 21 |
|  | Part 4 | 29 |
| 4 | Conclusion | 33 |
| 5 | References | 34 |
| 6 | Appendix | 35 |

**Executive Summary**

In this part, what I studied in this module is, Human Resource management is considered as significant field of the organization. Change is another aspect which is faced by every firm. The employees are biggest asset and therefore the efforts are developed by the Human Resources executives. On this module, I able to brief role of the HR and the planning trend of HR specialist facing overall. These are defined so that both internal and external tasks of the organizations are enabled to carry out the work. I also explain my understanding in Action Plan under Human Resource Planning in Hotel Industry. Furthermore, I brief about Human Resources functions and Human Resources policies and how the policy applies accordingly in Hospitality management. Lastly, I able to explain in detail about organizational Behavior in Hospitality and brief on groups and structure in organization.

**Introduction**

In this part, I describe about Human Resource Management (HRM or HR) is the management of human resources. It is designed to maximize employee performance in service of an employer’s strategic objectives. HR is primarily concerned with the management of people within organizations, focusing om policies and on systems. HR departments are responsible for overseeing employee benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g, managing pay and benefits systems). HR also concerns it self with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advance, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human Resources is a business field focused on maximizing employee productivity. Human Resources professionals manage the human capital of an organization and focus on implementing policies and processes. They can be specialists focusing in on recruiting, training, employee relations or benefits. Recruiting specialists are in charge of finding and hiring top talent. Training and development professionals insure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deals with concerns of employees when policies are broken, such as harassment or discrimination. Someone in benefits develops compensations structures, family leave programs, discounts and other benefits that employees can get. On the other side of the field are Human Resources generalists or business partners.These human resources professionals could work in all areas or be labor relations representatives working with unionized employees.

**Assignment Questions**

Question 1:

Define the Major Activities and Human Resources Operation in Hospitality Management.

**Selecting and Hiring**

The major activities of Human Resources is selecting and hiring, HR professionals search for new employees by posting job listening, attending career fairs and visiting colleges and universities. They interview applicants about their experience and inform them about job openings. They develop job descriptions that outline various skills and experience level for applicants. The Human Resources manager then places ads in newspaper or on online job boards to attract the right type of job for the candidates. HR then sifts through piles of resumes and selects only the most qualified applicants. They also often screen applicants to weed out people who might not fit into their small organizations culture. HRM might also manage drug screenings before hiring candidates. After the candidates is hired, the HR person conducts on employee orientation providing information about benefits and working conditions. HRM also processes employee termination, such as performing exit interviews and advising terminated employees of their right to continuing group health-care and unemployment benefits.

**Compensation**

As well as that, the HR department also determines compensation packages for various employees. Most compensation is based on grade levels. For example, directors have higher grade levels than managers, and managers rank higher than analysts or coordinators. The HR managers might study comparable salaries within the industry to drive compensation ranges. However, they must operate within their company budget when determining salaries, benefit and other incentive. Still, HR managers know they need to offer competitive salaries to help retain quality workers.

**Employee and labor relations**

The biggest responsibilities for HR is handling employee and labor relations. Their are defending employee rights. Coordinating with unions, and mediating disagreements between the organization and its human resources is also a core HR function. Employee and labor relations activities including mediating disagreements between employees and employers, and their also mediating disagreements between employees and other employees. HRM also considering claims of harassment and other workplace abuses and discussing employee rights with unions, management, and stakeholder. Furthermore, their also acting as the voice of the organization and the voice of the employees during any broader organizational issues pertaining to employee walfare.

**Security**

In addition, all HR departments must ensure that the working environment is safe and full with security. The degree it which HR employees work on safety and health issues is contingent on the types of companies in which they work. HR managers in small factories, retail companies and restaurants must follow certain safety guidelines devised by the occupational safety and Health Administration. These guidelines might include proper ways to loft merchandise or stack and store food.

**Motivation**

What is more, motivation is the inner drive that direct a person’s behavior towards goal. Motivation can be defined as a process which energizes, direct and sustains human behavior. In HRM the term refers to person’s desire to do the best possible job or to exert the maximum effort to perform assigned tasks. An important feature of motivation is that it is behavior directed towards goal. Motivation is important in getting and retaining people. Motivation tools act as the glue that links individuals to organizational goals. In additional, make individuals go beyond the job and be creative.

**Evaluation**

Lastly, the most major activity of HR is Evaluation. A performance evaluation system is an invaluable tool for small businesses. An annual performance review places all employees on an equal playing field and allows the managers of the business to see which employees are creating the most value for the company. HR plays an important role in performance evaluations by ensuring that the process is fair, accurate and managed appropriately.

****

**Front office**

HR operation in hospitality management is front desk. Although, all organizations have front desk in their offices to welcome the guests but in hotel the role and responsibility of front desk management becomes more valuable. Thus this needs to be organized well to impress the guests. The basic duty of the front desk is to manage all the departments of a hotel which includes the housekeeping, accounts and online reservation. However the most important of them all is the performance at the front desk where they are required to receive the guests and visitors. It is said the first impression is the last impression. Hence, the front desk person needs to be charming, patient and helpful. In a hotel management system, front desk manages a lot of financial items of the hotel. They compile the guest list as well as prepare the check in and check outs, forwarding it to other departments. It is the responsibility of the front desk management to communicate the arrival of the new guest to the housekeeping department.

Front desk management is one of the departments of hotel management that manages and handles the meetings, sort mail, answer the phone and fix up appointments top management, maintenance of record and details, data entry and other office communications. To get your hotel business flourishing you will need a compatible front desk management. Its importance can be measured with the fact that front desk people are the one who welcome the guests and their impressive gestures can impact the future business. Since the front desk is the face of the hotel and first person to contact for booking and reservations or to meet on the entering of the office, they must have a sense of calm and courtesy in they profession. Personal qualities play a vital role in the front desk professional.

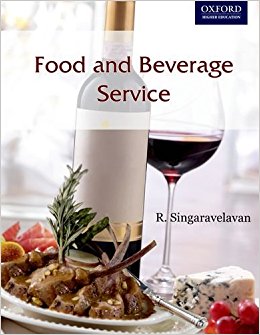


**Housekeeping**

House keeping is one of the largest departments of the hotel which is responsible for creating cleanliness, maintenance and safe environment. By providing the maximum comforts to the guest, it maintains the standard of the hotel which contributes the hotel in achieving maximum profit by selling the rooms. It is also regarded ad the Eye and Ear of the management from where the main revenue income is generated.

The housekeeping department in a hotel is responsible for creating a “Home way from home” environment for the guest. The facilities provided by housekeeping department turn an ordinary hotel to a tourism establishment. Among the various revenues, the sale of rooms constitute a minimum of 50%. The housekeeping department creates the facilities, services in the room and that is what a tourist hotel is selling. Housekeeping department deals with providing cleanliness, comfort and aesthetic value of any place is the cleaning of the guest room, corridors and public areas in a hotel to ensure that the standard of the hotel is maintained. This unit does decor and design, room layout, selecting proper linen, curtains, carpets, flower arrangement.

The management of house keeping is influenced by factors like size, type, standard and location of the hotel. Since a reasonable standard of cleanliness, comfort and service is expected at the lowest possible cost, in respective of the size of the hotel, the standard of house keeping department plays a vital role in keeping or maintaining the reputation of the hotel and in finding out if the guest are satisfied during they stay or not.



**Food and Beverage**

The food and beverage service department is an integral place in any hotel which is responsible for the systematic and the actual service food and beverage to the general public or customers as per the order in any F&B outlets. This department plays a vital role on the delivering the accurate service of food and beverage by placing the orders from the hot or cold place of kitchen to the customers table in the proper and the hospitality manner.The staffing pattern of F&B department is basically divided into two parts. They involve the service staffs and the kitchen staffs. In the modern concept of catering, this department generally focuses on the product knowledge, salesmanship, customers relation and expectation rather than the traditional style of service.



**Maintenance**

They are often responsible for the management of services and processes that support the core business. They ensure the safety of all the staff and guests within the boundaries of the establishment, and they are also responsible for improving energy reducing operating coast. They protect the integrity of the building through maintenance of building structures (including walls, ceilings and floors), air-cons, heating and cooling plants, water and sewage facilities, furniture, fixtures and equipment, electricity, alarms, space management, procurement and so much more, It is a huge responsibility for any hotel, and having the right team in place ensure that things run smoothly.

In some cases, maintenance departments will outsource certain functions to third-party specialists or experts, however, it is still the role of the Maintenance Manager to oversee the operations of third-party suppliers. Hotel are becoming more eco friendly and this is being driven by maintenance departments who are seeking more energy efficient procedures and equipment, as well as best practice. Because many of the energy saving resources need to be altered or installed by maintenance teams, they are coming up with new and innovative ways to reduce coast and improve effect every year.

Question 2:

Describe in brief on Human Resources Planning and Planning Trend in Hospitality and explain about what is your understanding on Action Plan Human Resource Planning in Hotel Industry.

**Human Resources Planning**

Human resource planning is the ongoing, continuous process of systematic planning to achieve optimum use of an organizations most valuable asset. The objective of HR planning is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses.

* **Current HR Supply:** Assessment of the current HR availability in the organization is the foremost step in HR planning. It includes a comprehensive study of the HR strength of the organization in terms of numbers, skills, talent, competencies, qualifications, experience, age, tenures, performance ratings, designations, grades and compensations. At this stage, the consultant may conduct extensive interviews with the managers to understand the critical HR issues they face and workforce capabilities they consider basic.
* **Future HR Demand:** Analysis of the future workforce requirements of the business is the second step in HR Planning. All the know HR variables like attrition, lay-offs, foreseeable vacancies, retirements and promotions are taken into consideration while determining future HR demand.
* **Demand Forecast:** Next step is to match the current supply with the future demand of HR, and create a demand forecast. Here, it is also essential to understand the business strategy and objective in the long run so that the workforce demand forecast is such that it is aligned to the organizational goals.
* **HR Sourcing Strategy and Implementation:** After reviewing the gaps in the HR supply and demand, the HR consulting firm develops plans to meet these gaps as per the demand forecast created by them. This may include conducting communication programs with employees, relocation, talent management, recruitment and outsourcing, training and coaching, and revision of policies. The plan are, implemented taking into confidence the mangers so as to make the process of execution smooth and efficient.

**Planning Trend**

|  |
| --- |
| **Assessing Human Resources** |

|  |
| --- |
| **Demand Forecasting** |

|  |
| --- |
| **Supply Forecasting** |

|  |
| --- |
| **Matching demand and supply** |

|  |
| --- |
| **Action plan HR in hotel industry** |

**Assessing human resources**

The assessment of HR begins with environmental analysis, under which the external and internal are analyzed to assess the currently available HR inventory level. After the analysis of external and internal forces of the organization, it will be easier for HR manager to find out the internal strengths as well as weakness of the organization in one hand and opportunities and threats on the other. Moreover, it includes an inventory of the workers and skill already available within the organization and comprehensive job analysis.

**Demand Forecasting**

HR forecasting is the process of estimating demand for any supply of HR in an organization. Demand forecasting is a process of determining future needs for HR in terms of quantity and quality. It is done to meet the future personnel requirements of the organization to achieve the desire level of output. Future HR need an be estimated with the help of the organizations current human resource situation and analysis of organizational plans an procedures. It will be necessary to perform a year by year analysis for every significant level and type.

**Supply Forecasting**

Supply forecasting is concerned with the estimation of supply of manpower given the analysis of current resource and future availability of HR in the organization. It estimate the future source of HR that are likely to be available from within an outside the organization. Internal source includes promotion, transfer, job enlargement and enrichment, whereas external source includes recruitment of fresh candidates who are capable of performing well in the organization.

**Matching demand and supply**

It is concerned with bringing the forecast of future demand and supply of HR. The matching process refers to bring demand and supply in an equilibrium position so that shortages and over staffing position will be solved. In case of shortages an organization has to hire more required number of employees.

**Action plan HR in hotel industry**

It is the last phase of human resource which is concerned with surplus and shortages of HR. Under it, the HR plan is executed through the designation of different HR activities. The major activities which are required to execute the HR plan are recruitment, selection, placement, training and development, socialization and more. Finally, this step is followed by control and evaluation of performance of HR to check whether the HR planning matches the HR objectives and policies. This action plan should be updated according to change in time and conditions.

**Recruitment Plan**

Recruitment plan will indicate the number and type of people required and when they are need, special plans to recruit right people and how they are to be dealt with via the recruitment program.

**Redeployment Plan**

Redeployment plan will indicate the programs for transferring or retraining existing employees for new jobs.

**Redundancy Plan**

Redundancy plan will indicate who is redundant, when and where , the plans for retraining where this is possible and plans for golden handshake, retrenchment and lay-off.

**Training Plan**

Training plan will indicate the number of trainees or apprentices required and the program for recruiting or training them; existing staff requiring training or retraining and new courses to be developed or changes to be effected in existing courses.

**Productivity Plan**

Productivity plan will indicate reasons for employee productivity or reducing employee costs through work simplification studies, productivity bargaining, incentive and profit sharing schemes and job redesign.

**Retention Plan**

Retention plan will indicate reasons for employee turnover and show strategies to avoid wastage through compensation policies, changes in work requirements and improvement in working conditions.

Question 3:

Brief about Human Resources Functions and Human Resources Policies and describe the Functions of Management and How the policy applies accordingly in Hospitality Management.

**Recruitment**

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

**Safety**

Workplace safety is an important factors. 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 companies 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.

**Compensation and Benefits**

Like employee and labor relations, the compensation and benefits functions and 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, employer 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 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 Right Act, the Fair Labor Standards Act, the National Labor Relations Act and many other rules and regulations.

**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 to 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.

**Human Resources Policies**

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess and reward the members of their workforce. These policies, when organized and disseminated in an easily, used form, can serve to preempt many misunderstanding between employees and employers about their right and obligations in the business place.

**Organizational Structure**

HR policies provide guidelines on employer-employee relationship, which impart information on acceptable norms of behavior, work schedules, health and safety measures, employment laws, conflict resolution and disciplinary measures. Policies on the rights, duties and responsibilities of employees create a suitable working environment and promote healthy workplace relationship. The distribution of policies to employees reduces the instance where management sends memos and notices on matters relating to employees issues.

**Legal Issues**

HR policies that comply with relevant laws and regulations protect and organization from incurring corporate liability and employee lawsuits. Clearly written HR policies provide guidelines to employees regarding their rights and responsibility. For example, employees are informed of relevant laws prohibiting discriminatory practices in the workplace as provided in Title VII of the Civil Rights Act and the Age Discrimination in Employment Act.

**Supervision Guide**

HR policies provide reference material for supervision in relation of employment matters in the organization, which streamlines the work flow in an organization. For example, a supervisor knows the scope of his authority and can guide new and existing employees if any queries arise in the course of their employment. HR managers and specialists apply policies to maintain discipline in the workplace.

**Consistency**

HR policies assist an organization in establishing and maintaining consistent practices in the workplace. Capricious changes in employee matters such as benefits, schedules and responsibilities create the risk of making employees dissatisfied and may lead to conflicts among the employees. Consistent application of the policies articulates the principles of the organization to the employees and other stakeholders.

**Function of management and policies applied**

Hospitality industry established to provide service to people. This set out to be the industries main priority. The role of HR department in the issues is to take the responsibility of management and let the management focus on the business. Hospitality industries priority is to serve people expertly, thus it’s a HR department’s responsibility to recruit the right people to carry out the task. HR department also have to manage issues regarding wages and compensation and ensure the wages offered in par with those competitors. HR also have to provide program 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 the organization obeys the law.

Policies are so vital for a better organization. One of the HR policies is to ensure employee satisfy with their 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 for their employee. Promotions is also necessary to satisfy employee. HR responsibility is to evaluate employee’s performance and to give promotion as per their individual performance. HR also responsible to provide training session for their employees.

Example of policies that applied in hospitality management is employee benefits policies. Benefits are a form of compensation paid by employers to employees over and above the amount of pay specified as a base salary or hourly rate of pay. Benefits are a portion of a total compensation package for employees. Secondly, paid sick policies. Paid sick days are the time that the employee takes off from work when their is ill for which their is paid by the employer. An organization voluntarily provides employees paid sick day as a benefit although increasingly employers are becoming mandated by their government jurisdiction to provide pay sick days. Employees often accrue the number of sick days that they can use based on their years of service to the organization and the level of their position.

Question 4: Explain in detail about Organizational Behavior in Hospitality and brief on Groups and Structure in Organization.

**Organizational Behavior in Hospitality Management**

Organizational behavior has included two terms in it. Therefor, these two terms should be detailed first before diving into the title in question.

**Organization;** it is a group of people who are collected to work for a common goal with collective efforts. Organization works through two concepts i.e coordination and delegation among its group members. Delegation is necessary to allocate group members with equal work according to their capability, and coordination is required to achieve organizational goals with precision.

**Behavior;** It is verbal or physical response shown by a person as a consequence of the impact of his/her surroundings. Individuals behavior varies in accordance with their mental re-activity to particular circumstances because of their deeply imbibed morals and value system.

**Organizational behavior in hospitality management**

Organizational Behavior is the observation of individual or group Behavior in response to the other group as a whole. Organizational behavior is the study of the way people interact within the group. Hospitality organizations must achieve excellence in human relations between staffs and managers, and that success starts with quality organizational behavior.The main idea of the study of organizational behavior is that a scientific approach can be applied to the management of workers. Organizational behavior theories are used for human resource purposes to extract maximum output from an individual group members. In hospitality industry the employees of various personalities join together to perform various kind of job within a organization. Organizational behavior is so important because it helps HR department to understand, predict and also its effects on the organization. This study will also strengthen relationship between employees and helps to create a good working environment that mostly will influence the employee's satisfaction within the organization. Leadership and decision making skills will also be enhanced through organizational behavior. These enhancement will help if an employee get promotion to be a manager or in some other roles.

**Organizational behavior groups and structure**

Organizational behavior groups is the role of groups in the organization. Group structure, strategies, leadership, and reward allocation to members are viewed as inputs to the model. Group performance, quality of work life for group members, and ability to work independently in the future are considered as outcomes. A number of group process variables are seen as significant. Organizational structure defines hoe tasks are divided, grouped and coordinated in organizations. Every organization has a structure that clarifies the role that organizational members perform, so that everyone understands their responsibilities on the group. There are six elements in organizational structure:

**Work specialization:** The degree to which tasks in the organization are subdivided into separate jobs.

**Departmentalization:** The basis by which jobs are grouped together.

**Chain of command:** The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom.

**Span of control:** The number of subordinates a manager can effectively direct.

**Centralization/Decentralization:** The degree to which decision making is concentrated at a single point in the organization. Decentralization is when decision discretion is pushed down lo lower-level employees.

**Formalization:** The degree to which jobs within the organization are standardized.

**Conclusion**

From the above study it can be concluded that human resources functions are crucial in regard to meet the defined goals and objectives of organization. Human Resources department also undertakes best motivational and reward system for its employees so that they can be encouraged to perform the specific task in an effective manner. Business also focuses on providing best selection and recruitment process so that skilled candidates can be hired in regard to perform the operations. I also can be concluded about Human Resources Planning and Trend in Hospitality Industry and how the policies applied accordingly in hospitality management. Finally, I also understanding about Organizational Behavior (OB) in hospitality industry.

**References**

* Online ( sujai-human.blogspot.my)
* Online ( http://en.m.wikipedia.org)
* Online ( <https://www.tutorialspoint.com)>
* Online ( studiousguy.com)
* Online ( <https://www.>thebalance.com)
* Online ( [www.managementnote.com)](http://www.managementnote.com))
* Online ( smallbusiness.chron.com)
* Online ( work.chron.com)

**Appendix**

|  |
| --- |
| **Assessing Human Resources** |

|  |
| --- |
| **Demand Forecasting** |

|  |
| --- |
| **Supply Forecasting** |

|  |
| --- |
| **Matching demand and supply** |

|  |
| --- |
| **Action plan HR in hotel industry** |

Figure 1: Planning Trend

Figure 2: Organizational Behavior chart