

HANDBOOK OF



HOSPITALITY HUMAN RESOURCES MANAGEMENT



Editor: **Dana V. Tesone**
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***Handbook of hospitality human
resources management***

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Handbook of hospitality human resources management

Edited by

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Contents

<i>About the authors</i>	<i>vii</i>
<i>Preface</i>	<i>xix</i>
Part One Acquiring human resources	
1 HR in the hospitality industry: strategic frameworks and priorities <i>J. Bruce Tracey, Sean A. Way and Michael J. Tews</i>	3
2 Job analysis: the basis for all things H.R. <i>Jalane M. Meloun</i>	23
3 Get it right the first time: using job competencies for positive hiring outcomes in the hospitality industry <i>Peter Ricci</i>	43
Part Two Retaining human resources	
4 Organizational culture in the casual dining restaurant industry: the impact that culture has on service quality and customers' intentions to return <i>Dean A. Koutromanis</i>	63
5 Ethical principles and practices in human resources management <i>Frank J. Cavico and Bahaudin G. Mujtaba</i>	83
6 Human resources management and a service culture <i>Denver E. Severt and Catherine Curtis</i>	115
7 Employee relations: a problem-solving approach <i>R. Thomas George</i>	135
8 Human resource management's role in ethics within the hospitality industry <i>Jalane M. Meloun and Stephen E. Sussman</i>	157
9 Organisational communication in the hospitality industry: critical issues <i>Margaret Deery and Leo Jago</i>	177

10	Employee turnover: calculation of turnover rates and costs <i>Aksu Akin</i>	195
11	The role of conflict management in human resource development in the hospitality industry <i>Larry A. Rice and Claire Michele Rice</i>	223
12	Work-family conflict and facilitation: implications for hospitality researchers <i>Osman M. Karatepe</i>	237
13	The optimal hospitality leader: creating a thriving, self-motivating leadership-followership organizational network <i>George Alexakis</i>	265
14	The path of least resistance? Choice and constraint in HRM strategy in the UK hotel sector <i>Nick Wilton</i>	291
Part Three Developing human resources		
15	Employee orientation and mentoring programs <i>Bahaudin G. Mujtaba</i>	317
16	Human capital development: a return on investment perspective <i>Robin B. DiPietro</i>	347
17	Contributing to employee development through training and education <i>Debra Cannon</i>	373
18	An HR practitioner's view: four actions that HR executives can take to get their services used <i>Robert C. Preziosi</i>	391
Part Four Critical human resource issues		
19	Employee management and innovation <i>Michael Ottenbacher</i>	415
20	Development of a sustainable tourism hospitality human resources management module: a template for teaching sustainability across the curriculum <i>Dana V. Tesone</i>	431
21	Strategic human resources management issues in hospitality and tourism organizations <i>Fevzi Okumus</i>	469
	Index	497

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Dr. Fevzi Okumus joined the Rosen College of Hospitality Management at UCF in August of 2005. He holds a Bachelors of Science degree in Tourism and Hospitality Management from Cukurova University and a Masters of Science degree in Tourism and Hospitality Management from Erciyes University, Turkey. From Oxford Brookes University, UK, he received his second Masters degree in International Hotel Management in 1995 and his Ph.D. in Strategic Hotel Management in 2000. He worked in the hotel business and held managerial positions before starting his academic career. Before coming to UCF, Dr. Okumus was the Department Head for Hospitality Management at Mugla University Turkey. Previously he held positions as Associate Professor at Mugla University, Turkey, Research Fellow at the Hong Kong Polytechnic University, Part-Time Lecturer at Oxford Brookes University and Lecturer at Erciyes University. During his Ph.D. studies he worked as a consultant for InterContinental and Forte Hotel groups on the implementation process of some specific projects in their hotel units. His research areas include strategy implementation, change management, competitive advantage, learning organizations, knowledge management, crisis management, cross-cultural management, destination marketing, and developing countries. He has widely published in leading journals, including *Annals of Tourism Research*, *Service Industries Journal*, *Tourism Management*, *Management Decision*, *International Journal of Hospitality Management*, *Journal of Hospitality and Tourism Research* and *International Journal of Contemporary Hospitality Management*. He has over 75 academic publications (journal articles, book chapters, and conference presentations). His publications have been cited over 90 times by other academics and industry practitioners in numerous academic and industry publications.

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Dr. Larry Rice is a television personality, teacher, and civic leader. Dr. Larry Rice has flourished from his humble beginnings in Union, South Carolina, to be acclaimed as an expert in the hospitality and education field. He currently is Dean of Academic Affairs at Johnson & Wales University, Florida Campus, where he oversees all faculty and operations of the administration of college academia, which includes oversight of the campus' Academic Services, Library, and Student Success departments. Rice has kept himself in the forefront of the business and hospitality industries as Chair of the Board for the Visitors Industry Council of Greater Miami and as a Board member of the Greater Miami Convention and Visitors' Bureau and the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, Inc. A highlight of Rice's career was co-hosting the television show "Leadership in the New Millennium," a half hour show which aired on Cable TAP—Channel 36 in Dade County. The show focused on various leadership tactics and the vision of success in the new millennium. Dr. Rice has been part of several educational and hospitality-related organizations such as the American Association of Higher Education (AAHE), Council on Hotel & Restaurant Institutional Education (CHRIE), Multicultural Food Service & Hospitality Alliance (MFHA), and the National Black MBA Association (NB MBA). Dr. Larry Rice has been featured in Miami Today magazine; The National Black MBA magazine; Hospitality Lodging Magazine, U.S. News & World Report; the Miami Times, The Black EOE Journal; and The Black Ph.D./Ed.D. magazine. He was also featured on the cover of the November 2004 addition of the *South Florida CEO* magazine. Rice's upcoming book, *The Recess Effect*, discusses teambuilding practices from the perspective of the effect of childhood

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Preface

Successful human resource management practices require integrated strategic thinking. The role of human resource managers is to protect the assets of the organization as well as maximize the development and productivity of human capital. It is widely known that the hospitality industry is labor intensive and requires high levels of interaction between staff and guests. In certain sectors, such as lodging, the guest interacts with staff members on an intimate level over long periods of duration. The purpose of all hospitality operations is to create guest experiences that evolve into magical memories. These memories bring a guest back to a previously visited establishment.

The human resource practitioner is charged with balancing the needs of all stakeholder groups. They are charged with handling the people issues within complex operational settings in certain sectors. This requires a wide array of strategic knowledge, skills, and abilities. Hence, human resource management is a holistic thinking practice.

The book is an edited collection of papers from senior practitioners as well as renowned scholars in the field of human resource management. Certain chapters focus on practitioner perspectives, while most are academically oriented. The book is divided into four sections. The first section presents chapters that discuss issues related to the acquisition of human capital. Next, there is a section dedicated to the retention of quality employees. The third section focuses on issues related to the development of human resources. The final section presents chapters related to critical human resource management issues.

Chapter 1: Tracey: HR in the hospitality industry: strategic frameworks and priorities.

Chapter 2: Meloun: Job analysis: the basis for all things H.R.