



Victoria University of Bangladesh

FINAL

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Course Name: Human Resource Management in the Hospitality Industry

Submitted To

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1. Elaborately explain the employee's selection process in the hospitality industry with example.

- The employee selection process usually entails notification or advertising, reviewing, screening, interviewing, testing then selecting the best available candidate.

Notification

The employee selection process usually starts with a manager or boss commissioning human resources to fill a new or vacant position. The manager must first decide what qualifications she desires in a job candidate. For example, should the person have a college degree, or how many years of relevant experience is necessary? Once the manager establishes the job requirements, the human resources department places ads in the local newspaper and online. Sometimes, human resources uses a headhunter find candidates, someone who often specializes in a certain field, such as sales.

Reviewing

Review resumes and match each candidate's background to the job requirements. Companies sometimes receive hundreds of resumes for an ad. However, human resources may only consider a half dozen. During bad economic periods, a number of candidates may have an education and experience that exceed the qualifications for the job. Contrarily, it may be tougher to find qualified candidates during good economic times. Nevertheless, human resources and the hiring manager must determine how many candidates they can realistically bring in for an interview.

Screening

The employment selection process may actually include a screening interview, especially if a job candidate lives out of town. Human resources will usually conduct the screening interview over the telephone, according to the Virginia Tech article on its website titled "Telephone Interviews & Screening". Screening interviews can help narrow the field of candidates. A telephone interview also helps a company determine if the

candidate has the necessary qualifications to warrant flying him in for an interview.

Interviewing

One of the most important facets of the employment selection process is the face-to-face interview. Companies have different procedures for personal interviews. Some companies prefer to have all-day interviewing sessions, where job candidates meet with a different person each hour. During this time, companies may have the candidates meet with human resources, the hiring manager and other employees. Another option is having candidates meet with key personnel one day, then inviting them back for second to meet with some executives.

Selection

The hiring manager will usually ask for feedback from human resources and other employees who interview the job candidates. The hiring manager may also review her notes, or decide which candidate would fit best in the open position. Qualifications are only one consideration. The hiring manager will usually select someone with whom she can work, whether it is the candidate's personality or work ethic.

- 2. (a) Write down the importance of orientation program with a proper example in the context of hospitality industry.**
 - Orientation is important because it lays a foundation for the new employee's entire career with the department. First impressions are important since they establish the basis for everything that follows. Without orientation, a new employee sometimes feels uncomfortable in his/her new position and takes longer to reach his/her full potential.

Orientation is important because it:

- Provides the new employee with concise and accurate information to make him/her more comfortable in the job;
- Encourages employee confidence and helps the new employee adapt faster to the job;
- Contributes to a more effective, productive workforce;
- Improves employee retention; and
- Promotes communication between the supervisor and the new employee.

(b) Briefly describe the term "Assessment Center".

- An Assessment Center can be defined as "a variety of testing techniques designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job". The term "assessment center" is really a catch-all term that can consist of some or all of a variety of exercises. Assessment centers usually have some sort of in-basket exercise which contains contents similar to those which are found in the in-basket for the job which is being tested. Other possibilities include oral exercises, counseling simulations, problem analysis exercises, interview simulations, role play exercises, written report/analysis exercises, and leaderless group exercises. Assessment centers allow candidates to demonstrate more of their skills through a number of job relevant situations.

Like all assessment center exercises, oral exercises can take many forms depending on the work behaviors or factors of the job being simulated. Common forms of oral exercises include press conference exercises, formal presentations, and informal presentations (briefing exercise). In oral presentation exercises, candidates are given a brief period of time in which to plan/organize their thoughts, make notes, etc., for the presentation/briefing. Traditionally, the audience is played by the assessor(s)

who observes the presentation and makes ratings. Candidates may also be asked a series of questions following their briefing/presentation. The questions may or may not relate directly to the topic of the presentation.

Today, the assessment center method is utilized in a variety of settings including industry and business, government, armed forces, educational institutions, and safety forces to select individuals for supervisory, technical, sales, or management positions. These assessment centers vary in length, time, and selection of exercises. The current trend is in the development of assessment centers amenable to mass testing. The traditional assessment center exercises require the use of live raters, and generally are not able to assess more than a few candidates per day. This then becomes an extremely costly form of selection for organizations. Today, the use of audio taping, and the use of objectively scored in-basket exercises permits the assessment of a much larger number of candidates per day, because the rating of the exercise takes place at a later date. This allows a more widespread use of the assessment center technique, because it is becoming a more time and cost effective method.

3. (a) What do you mean by performance appraisal? Briefly describe the reason for appraising performance.

- The term performance appraisal refers to the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee's skills, achievements, and growth, or lack thereof.

Performance appraisal has three basic functions: (1) to provide adequate feedback to each person on his or her performance; (2) to serve as a basis for modifying or changing behavior toward more effective working habits; and (3) to provide data to managers with which they may judge future job assignments and compensation. The

performance appraisal concept is central to effective management. Much hard and imaginative work has gone into developing and refining it. In fact, there is a great deal of evidence to indicate how useful and effective performance appraisal is. Yet present systems of performance appraisal do not serve any of these functions well.

(b) What do you mean by on-the-job and off-the-job training? Describe with example.

➤ **On-the-job training**

On The Job training is a method of imparting training to the employees when they are on the job at the workplace. The aim of training is to make the employees familiar with the normal working situation, during the training period, the employees will get the first-hand experience of using machinery, equipment, tools, materials, etc. It also helps the employees to learn how to face the challenges that occur during the performance of the job.

The main theme of this training method is learning by doing where the supervisor or the experienced employees demonstrate the trainees how to perform a particular task. The trainees follow the instructions of the supervisor and perform the task.

Due to the simplicity, this method highly used by the firms to train the current or future employees.

Off-The-Job training

“Off the job” training is a method of training, which is undertaken at a site, away from the actual workplace for a particular period. The reason behind imparting training at a place other than the job location is to provide a stress-free environment to the employees where they can concentrate only on learning. Study material is supplied to the trainees, for complete theoretical knowledge.

The trainees are free to express their views and opinions during the training session. Moreover, they can explore new and innovative ideas.

It is one of the expensive training methods. It involves selection of the place of training, the arrangement of facilities for the workers, hiring an expert to impart training, etc.

4. (a) Why fringe benefit is necessary? Describe the various types of fringe benefits.

- Fringe benefits help companies recruit, motivate, and keep high-quality employees. Companies competing for the most in-demand skills tend to offer the most lavish benefits. Some of the most common fringe benefits like health and life insurance are not taxable but others are taxed at fair market value.

Types of Benefits

- Health insurance
- Unemployment insurance
- Medical leave
- Worker's compensation
- Stock options
- Disability insurance
- Paid holidays
- Education reduction
- Retirement planning services
- Life insurance
- Paid time off
- Commuter benefits
- Achievement awards
- Fitness training
- Employee discounts

- Meal plans

b) Briefly describe the factors that influencing labor turnover.

- A few factors can influence employees to quit their work willingly. When an employee quits, it may be because of one or more factors. Following are a few examples of such factors that can influence employee turnover intention:

1. Job Satisfaction

Perhaps the most significant factor in employee turnover is job satisfaction. Higher job satisfaction affects employees' productivity, effectiveness, and performance and results in lower turnover and retention. On the contrary, dissatisfaction or lower job satisfaction affects employees' performances negatively and causes them to leave the job.

2. Colleague Relations

Colleague relations mean the interpersonal work relationships or the relation a person has with their co-workers at the workplace. These relationships translate into cooperation, trust, and so forth. Having good colleague relations help create team bonding and a healthy work environment. There is no unnecessary harmful competition.

3. Communication

Communication means sharing non-personal or personal information.

Communication can drastically influence any decision-making process. At the professional level, communicating and sharing information results in solving problems the company/organization may be facing. When colleagues or bosses communicate, employees feel respected and acknowledged.

4. Organizational Commitment

Organizational commitment refers to the employee's psychological attachment towards the organization. Higher organizational commitment indicates an employee's high willingness to keep working at the workplace. Organizational support boosts employee's employee morale and employee commitment. It also grants the employees.

5. Organizational Justice

Organizational justice refers to the fairness of (resource) allocation within the organization. It also refers to the unbiasedness within the organization. This encompasses the actions and decisions made by management, employees' salary, opportunities for promotion and advancement, performance evaluation, etc.

6. Organizational Politics

Organizational politics refer to the work behavior of the employees. This can affect the company both positively and negatively.

Negative impacts may cause conflicts over resources and other ethical concerns. These politics may cause grouping, disputes, and internal clashes in the company/organization. However, employee turnover can influence organization policies and their images as well.

7. Organizational Reputation

It is pretty apparent from the title that organizational reputation means the social or socio-economic image of the organization. This represents the value reputation of the company in the country/region. Corporate reputation matters greatly, as employees take pride in working for a company with a good image and standards. Reputation is also associated with trust and reliability- with both employees and clients.