



HOSPITALITY EMPLOYEE MANAGEMENT AND SUPERVISION

CONCEPTS AND PRACTICAL APPLICATIONS

Kerry L. Sommerville



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PREFACE

HOSPITALITY BUSINESSES, BOTH LARGE AND SMALL, struggle valiantly today to recruit, hire, train, and retain quality and motivated employees. Those operations that do these things well often achieve enormous success, while those that do not or will not invest appropriate levels of time, money, and attention to their human resources efforts frequently fail.

In approximately 15 years of teaching at the university level, more than 7000 students have passed through my classroom. A vast majority of these students have shared their *Tales from the Field*. Some of their *tales* were inspiring, but many made me cringe. It is because of my students' *tales* that I became convinced that the time had come to write a hands-on, practical human resources guide for managers and supervisors in the hospitality industry.

While this book covers the fundamental concepts and principles of management and supervision that have stood the test of time, my goal in writing *Hospitality Employee Management and Supervision: Concepts and Practical Applications* is to present a more contemporary, hands-on approach to this material that both two- and four-year college students will find engaging and valuable as they begin their preparation for successful management careers in the hospitality industry.

This book provides comprehensive coverage of the key concepts in a concise and reader friendly manner. It is organized into the following four parts with themes relevant to today's hospitality industry:

Unit 1: The Legal Landscape. Provides a thorough description of how today's legal landscape impacts all employee-related decisions, ranging from hiring to training, compensation, promotion, and termination.

Unit 2: The Employee Selection Process. Provides a discussion of all the resources available to help managers recruit the right applicants for the right jobs and all that must be considered when hiring a competent workforce.

Unit 3: Orientation and Training. Provides important information about effective new-employee orientation and training and discusses standards of performance as well as aspects of ongoing professional development and their impact on employee morale.

Unit 4: Communication and Motivation. Provides techniques for effective communication in the workplace. Also discusses newer, more modern approaches to evaluating employee performance, as well as various theories of motivation and styles of leadership and their effectiveness.

I have also included the following features within each chapter to enhance the students' learning experience:

- **Quotations** from various practitioners in the hospitality industry that help to highlight the focus of each chapter.
- **Chapter Objectives** correspond to the organization of the chapter and highlight the key concepts and ideas to help students succeed in learning the material.
- **HRM in Action Sections** highlight real-world HRM experiences that relate to the content presented in each chapter. These vignettes help to set the stage and provide a focus for the chapter.
- **Tales from the Field** provide accounts from hospitality employees describing the various challenges they face in the industry. These anecdotes provide real-world examples of the concepts presented in each chapter of the text and help students to see how what they've learned in the classroom is applied in real-world situations.
- **Ethical Dilemmas** provide scenarios relating to the hospitality industry where ethics comes into play and relates the ethical aspects to the *10 Ethical Principles for Hospitality Managers* adapted from Josephson Institute of Ethics Core Ethical Principles. They have served as the basis of ethics research coming out of Isbell Hospitality Ethics for the past 15 years. A chapter-by-chapter analysis of short ethical dilemmas emphasizes the importance of adhering to the Ethical Principles for Hospitality Managers during the on-the-job decision-making process. Adherence to these principles will result in the best consequences for all parties involved.¹
- **End of Chapter Summary** is a bulleted list of the key concepts related to each of the learning objectives presented at the beginning of each chapter.
- **Practice Quiz and Chapter Review Questions** help to reinforce student comprehension of the key concepts covered in each chapter.

¹ Christine Jaszay and Paul Dunk, *Ethical Decision Making in the Hospitality Industry* (Upper Saddle River, NJ: Pearson—Prentice Hall, 2006)

- **Hands-on HRM** are included at the end of each chapter and provide mini cases with discussion questions based on real-world situations to enhance student understanding.
- **Key Terms** are bold within the chapter and then listed at the end of each chapter with their definitions. An online glossary of key terms is also available for viewing and download.

There is also a set of resources for instructors:

Instructor's Manual with Test Questions includes lecture outlines, answer keys to review quizzes and *Hands-on HRM* mini-case studies; suggested active learning techniques to enhance student retention of key concepts, additional in-depth chapter review questions; and a test bank containing a variety of true/false, multiple-choice, and essay questions broken down by chapter, unit, and final exam.

Companion Web site includes electronic files for the Instructor's Manual with Test Questions and PowerPoint slides containing lecture outlines for every chapter.

Nearly three-fourths of this book is dedicated to helping students learn and practice the skills that they will need in order to locate, hire, and train quality-hospitality industry employees. When managers and supervisors devote the necessary attention to these matters initially, when developing their workforce on the front end and the “churn and burn” of high-employee turnover—which plagues the hospitality industry—decreases, managers can then focus their energy on what they were hired to do in the first place: Manage!

Some graduates will be blessed with hospitality industry jobs in organizations that staff a professional human resources department, but many graduates who take positions in smaller operations will be the human resources department, and it is these budding supervisors, managers, and future entrepreneurs who I had most in my mind as I wrote this book.

I believe that there has never been a more rewarding or challenging time to be a hospitality industry manager. The reward comes from knowing that effective, efficient managers can and are making a real difference in our industry. The challenges arise from issues associated with staffing hospitality operations, which present a constantly shifting kaleidoscope of competitive pressures and opportunities.

No matter how your specific major fits into the world of hospitality, the content of this course has all the ingredients to be the best course you'll take during your academic career because what you learn in class today, you can apply to your future career in hospitality. So dig in, get involved, and as you tackle the subject matter, remember that your teachers and I wish you great success in this industry that we love so dearly.

ACKNOWLEDGMENTS

One of the most pleasant parts of writing a book is thanking those who have contributed to its evolution.

My first debt of gratitude must go to the great folks at Wiley for believing in this project and seeing it off the ground: Melissa Oliver, acquisitions editor, who breathed life into the project and helped me fine-tune my idea in its early stages, and Cindy Rhoads, developmental editor, whose unflagging patience, constant good humor, and astounding capacity for creative work has made this book possible.

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And, finally, to Bert, my dear and loving family, and my closest friends—both old and new—thank you for understanding the many long months of neglect and for standing by me. You guys rock!

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