

INDEX

A

Acceptance/compliance, ensuring, 288–289
Accountability, 10
Actions/words, comparison, 275
Active listening, 275–276, 284
Adjective rating scale, 248, 259
 evaluation form, 248f
Administrative exemption, 56
Adverse employment decision, 177
Advertising copy (ad copy), 144, 154
Advertising/recruiting, 133
 practice quiz, 149–151
 review questions, 151–152
Affirmative action plans, 30
Age Discrimination in Employment Act (ADEA), 170, 172
American Federal of Labor and the Congress of
 Industrial Organizations (AFL-CIO), 87–88, 96
American Hotel & Lodging Association (AHLA)
 Cyber Cinema® training videos, 225f
 Information Center, 6f–7f
Americans with Disabilities Act (ADA), 31, 108, 187
 illegal questions/practices, avoidance, 33–34
 passage, 217
 Title I, 170, 172
Annual/semiannual performance appraisals, 289
Applications, 155
 forms, analysis, 163
Arbitrator, 86, 96
Assault and battery, 80
charges, 72
Assistant restaurant manager, job description, 103f
Associated learning principles, 227f
Assumptions/expectations, 274
At-will employee, 69, 80
At-will employment, 289, 309

B

Baby boom generation, 20
Background checks, 155, 174
 determination, 178–179
 information, obtaining, 175f
 performance (personnel), identification, 178
 reasons, 174–176
Background differences, 272–273
Back-of-house, 20
Back-of-the-house staff, 51
Bartender
 job description, 104f, 108f
 knowledge, requirement, 108–109
 physical/mental abilities, requirement, 109
 skills, requirement, 109
Behavior School of Management, 314, 336
Behavioral frequency scale, 250, 260

 employee evaluation form, sample, 251f
Behavioral questions, 169–170, 187
Behaviorally anchored rating scales (BARS), 250, 260
 employee evaluation form, sample, 251f
Being needs, 317, 336
Bias, 259. *See also* Rater biases
Bona fide occupational qualification (BFOQ), 26–27,
 108, 160
Business owners, characteristics, 147

C

Case study, 234
 usage, 226
Change to Win Coalition member unions, 88f
Changemasters, 337
Character, defamation, 72–73
Charismatic leadership, 327, 337
Checklists, 247–248
Chefs (executive chefs/sous chefs), 56–57
Child abuse/abductions, impact, 175
Child labor laws, 44, 63
Civil Rights Act (1964), Title VII, 22, 30, 69
 enactment, 26
 interview questions, inappropriateness, 171f
 violation, 28
Closed-ended questions, 168, 187
Collective bargaining, 125, 132
 agreement, 69, 80, 84, 96
Commitment, getting, 300
Common law, 65, 79
Communication, 261
 barriers, overcoming, 275
 example (J.W. Marriott, Jr.), 262–263
 methods, comparison, 263–264
 obstacles, 271–274
 process, 272, 283
 systems, 262, 283
Company policy, establishment, 75f
Competition, increase, 5
Comptroller, 160, 186
Computer-based training, 224, 234
Conceptual skills, 328–329, 337
Conditional job offer, 161, 186
Conflict, 286, 309
Constructive discharge, 71–72, 80
Corporate web-surfing policies, 271
Corrective discipline, 291–295, 309
Creative professionals, 56, 64
 chefs, 57
Critical incidents, 259
 employee evaluation form, 249f
 method, 249–250
Cross-cultural biases, 243

Cross-training, 223, 233
 problems, 223
 Cultural differences, 272
 Current events, impact, 175
 Customers, MNEs, 16f
 Cyber Cinema®, 224–225

D

Day-to-day operations, 289
 Defamation, 72
 Defamation by libel, 72–73, 80
 Defamation by slander, 73, 80
 Deficit needs, 317, 336
 Demand, increase, 12–14
 Demographics, 20
 Development, 233. *See also* Training/development
 Diner slang, 273f
 Disability
 definition, 32–33
 impact, 146
 Disciplinary meetings, 289
 Discipline, 309. *See also* Corrective discipline;
 Employee discipline; Preventive discipline
 advice, 295–300
 amount, impact, 296
 causes, 286–291
 confrontation, 296
 problems, examples, 124f
 process, 286
 punishment, inequality, 295–296
 Disclaimer, 123, 132
 Discriminatory practices, 24
 Diversity, 145–147
 Downward communication, 265–267, 284
 Drug/alcohol use, engagement, 32
 Duties test, 56

E

Education records, obtaining, 176
 Educational Institute of the American Hotel & Local
 Association (EI-AHLA), 5
 Education/skills, 160
 Effort-performance expectancy, 319, 337
 E-learning, 234
 techniques, usage, 224
 E-mail etiquette, 270f
 Emotional distress, intentional infliction, 72, 80
 Emotions
 control, 275
 impact, 274
 Employee Assistance Programs (EAPs), 291, 309
 Employee discipline, 285
 administration, 298f
 follow-up, 300
 investigation, 298f
 Employee handbook, 117, 132, 288–289
 attorney review, 120–122
 clarity/concision/consistency, 122
 commonness, 119
 introduction, tone (setting), 122–123
 legal issues/disclaimers, 123–124
 quality, 120

 rationale, 118–119
 signing, necessity, 119–120
 table of contents, sample, 121f
 Employee motivation, quality leadership (impact), 311
 Employee orientation. *See* New employee orientation
 benefits, 193–195
 supervisor coverage, 196f
 Employee rights, 65
 common law, impact, 69
 Employee termination
 guidelines, 303
 legal implications, 302
 management delay, 301
 timing, 301
 Employee-of-the-month awards, example, 324f
 Employees
 abilities/knowledge/skills/aptitude, absence, 289–290
 acts, 172–173
 advancement, seeking, 325
 background checks, determination, 178–179
 behavior, management steps, 299f
 benefits, 100, 115
 confrontation, 298, 300
 convenience, seeking, 323
 counseling, 253–254
 empowerment, 321, 337
 exempt executive, consideration, 58f
 fun, seeking, 323
 grapevine, 263, 264–265, 284
 handbook, 51, 63
 hiring/supervising, 4
 history, problems, 177–178
 importance, seeking, 324
 money, seeking, 323
 morale, 57–58
 morale drain, 301
 personality/motivational problems, 290
 praise, seeking, 322–323
 recruitment, 99–100, 134, 153
 references, giving (questions), 180–182
 referral, 139–140
 retaliation, 89
 retention, 99–100
 selection process, 100, 115
 separations, 137
 success, seeking, 324
 suggestion boxes, 265–266, 284
 tips (Indiana State Government), 266f
 surveys, 218, 233
 training, benefits, 210f
 turnover, 136–138, 153
 direct/indirect costs, 138
 Employment
 age discrimination, 34
 application, 158f–159f
 status, 160
 Employment at-will rule, exceptions, 70f, 73f
 Employment Eligibility Verification (form), 36f
 Employment law, EEOC (relationship), 22–25
 Employment-at-will, 132
 doctrine, 124
 Environmental factors, problems, 291

Equal employment laws, violation, 255
 Equal Employment Opportunity, sample, 23
 Equal Employment Opportunity Commission (EEOC), 22
 Equal Pay Act (1963), 34–35
 Equity theory, 322
 Error of central tendency, 243, 259
 Errors, reduction, 244
 Essential duties, 102
 Esteem needs, 317
Ethical Principles for Hospitality Managers, 9
 Ethics, 9–10
 Ethnic breakdown, 146
 Evaluation interviews, 253–254, 260
 Excellence, commitment, 9
 Executive exemption (managerial exemption), 55–56
 Exempt employee, 53, 64
 Exit interviews, 218, 233
 Expectancy approach, 319, 336
 External challenge, 217, 233
 External environmental factors, 291, 309
 External recruiting, 140, 154

F

Fact-finding form, 157–162
 Fair Credit Reporting Act (FCRA), 176, 187
 requirements, 177
 Fair Labor Standards Act (FLSA), 46, 63
 Fairness, 9
 False imprisonment, 72, 80
 Federal minimum hourly wage, history, 46f
 Feedback, 220, 261. *See also* Communication/feedback
 asking, 275
 learning principle, 234
 providing, 275–277
 guidelines, 277–278
 types, 264f
 Food Labor Standards Act (FLSA), 53
 Food specifications, 107–108, 116
 Forced choice, 259
 evaluation form, sample, 248f
 method, 248
 Foresee, 67, 79
 Formal appraisals, 239–240
 Formal authority, 327, 337
 Formal communication methods, 263, 284
 Formal performance appraisals, 240, 259
 Freedom of Information Act (FOIA), 176–177, 187
 Fringe benefits, 20
 Front-of-house, 20
 Full-service restaurants, estimates, 14

G

Golden Rule, 9
 Gratuity, 47, 63
 Grievance process, 85–86, 96
 Gross misconduct, 301, 309

H

Halo-or-horns effect, 242, 259
 Help-wanted ads, limitations, 143–145
 Herzberg, Frederick, 317
 Herzberg's Motivation Hygiene Theory, 316, 317–318

Honesty, 9
 Hooters (restaurant chain), 27–28
 Hospitality industry jobs, 8
 Hospitality managers
 legal challenges, 21
 motivation implications, 319–320
 Hostile work environment, 28
 Hot buttons, 148, 154
 Human Relations Model, 314, 336
 Human relations skills, 328, 337
 Human resources, 20
 Human Resources Model, 315–316, 336
 Hygiene factors, 317–318, 336

I

Illegal discrimination, 25–26
 Illegal interview questions, legal alternatives, 34
 Immediate termination, 292f
 Immigration Reform and Control Act of 1986 (IRCA), 35
 Implied contract exception, 70
 Industrial Revolution, 44, 46, 63
 Informal appraisals, 239–240
 Informal authority, 327, 337
 Informal communication method, 262–263, 284
 Informal performance appraisals, 239, 258
 Information age, impact, 176
 Information superhighway, 269–271
 Innovation, stifling (rules), 321f
 Integrity, 9
 Internal challenge, 217, 233
 Internal environmental factors, 291, 309
 Internal recruiting, 140, 154
 Internships, 226
 Intranet, 225, 234
 Investigation, 298
 Isbell Hospital Ethics, research, 9

J

Job applicants
 advertising, 143
 background checks, criteria, 179f
 identification, 139
 permission, obtaining, 176–177
 talking, amount, 167
 Job application, 156–157, 186
 form waiver, 162f
 references, 160
 signature line, 161
 Job descriptions, 22, 99–107, 115
 elements, 101–104
 success, essentials, 106–107
 Job instruction training (JIT), 221, 234
 Job interviews, 155–156, 165, 186, 288
 conducting, 166–167, 168–169
 length, determination, 170
 preparation, 164–166
 questions, avoidance, 170–172
 Job position, overselling (avoidance), 167
 Job specifications, 99, 116
 Jobs
 dissatisfiers, 317–318
 essential functions, 32

Jobs (*continued*)

- first day, impact, 200
- first week, impact, 200–201
- leaving, reasons, 164f
- loading, 223
- offer, 172
- rotation, 223, 233
 - problems, 223
- satisfiers, 318
- title, 102

K

- Kanter, Rosabeth Moss, 321
- Knockout factors, 167, 186–187

L

- Labor costs, 57–58
- Labor force, projection, 11t
- Labor history, 44–47
 - highlights, 45f
- Labor Management Relations Act (LMRA), 84, 95
- Labor market, 20, 134, 153
 - change, 8
 - expansion, Internet (impact), 134–135
- Labor pool, 134, 153
- Leadership, 9, 335. *See also* Charismatic leadership; Quality leadership
 - behavioral approach, 326, 337
 - contingency approach, 326, 337
 - explanation, 325
 - motivation, relationship, 312
 - styles, 329, 337
 - optimum, 329–331
 - overview, 330f
 - theories, 325–326
 - trait approach, 325, 337
- Learned professionals, 56, 64
- Learning principles, 211, 219–220, 233. *See also* Associated learning principles
- Lectures, 233
 - usage, 224
- Leniency bias, 243, 259
- Libel, 180, 187
- Living wage, 46, 63
- Local employment laws, 30
- Local unions, 85–86, 96
- Lodging Industry Positions (property/corporate level), 6f–7f
- Loyalty, 9

M

- Management by objective (MBO), 252, 260
- Management-by-walking-around (MBWA), 262, 283
- Managers
 - language solutions, 148
 - leaders, contrast, 326f
- Maslow, Abraham, 316
- Maslow's hierarchy of needs, 316–317, 336
 - pyramid, 316f
- Mayo, Elton, 314
- McDonald's, coffee lawsuit, 68, 68f
- McGregor, Douglas, 315
- Me Against You confrontation, 296

- Meal/snack occasions, providing, 13
- Mediator, 86, 96
- Medical records, obtaining, 177
- Merit raises, 240, 259
- Military service records, obtaining, 176–177
- Minimum wage, 44, 63
 - increase, 46
 - shift, 50
- Mission statement, 123, 132
- Motivation, 15–16, 313, 339
 - early theories, 313–316
 - human relations model, 336
 - human resources model, 336
 - later theories, 316–317
 - modern approaches, 318–322
 - power, 319
 - process theories, 318, 336
 - traditional model, 335
 - two-factor theory, 336
- Motivational theories, 313
 - historical views, comparison, 315f
 - usage, 322–325
- Motivation-hygiene theory, 317, 336
- Motivations, needs, and expectations (MNEs), 3, 15, 20
- Multiunion associations, 87–88, 96

N

- National Child Protection Act, 174, 187
- National Crime Information Center (NCIC), 174
- National Labor Relations Act (NLRA), 83–84, 95
 - conduct, illegal types, 84
- National Labor Relations Board (NLRB), 83–84, 95
- National Recovery Act, 46, 63
- National Restaurant Association of the Educational Foundation (NRAEF), 5
- National unions, 87, 96
- Needs assessment, 211, 233
 - approach, 218
- Negative feedback, 276, 284
 - role, 277
- Negligence, 66–67, 79
- Negligent hiring, 65, 74–75, 80, 174
 - practice quiz, 76–77
 - review questions, 77–78
- Negligent retention, 74–75, 80
- Nepotism, 139, 154
- New employee orientation, 191, 288
 - checklist, usage, 199–201
 - enjoyment, 198–199
 - initiation, 192
 - mistakes, avoidance, 199
 - necessity, 192–193
 - preparation, 200
- Nonexempt employee, 53, 64
- Nonexempt positions, reclassification, 54
- Nonprogressive approach, avoidance, 297
- Non-right-to-work state, 84, 96
- Nontraditional workers, 12

O

- Objective performance standards, 242, 259
- Observation approach, 234
- Obstacles, overcoming, 244

- Off-the-job training methods, 224, 233
 - On-the-job-training (OJT), 221–223, 233
 - conducting, steps, 222f
 - methods, 224
 - place/time, selection, 222–223
 - problems, 222–223
 - Open-door policy, 264, 284
 - Open-ended questions, 168, 187
 - Oral warning, 293
 - Orientation. *See* Employee orientation; New employee orientation
 - company benefits, 194
 - employee benefits, 194–195, 195f
 - organizational issues, 195f
 - programs, 195–198
 - supervisor/management benefits, 194
 - Overseas tipping guidelines, 49f
 - Overtime, 52–53, 63
 - law, changes, 53–54
 - rules, eligibility, 55
 - wage rate, 52
- P**
- Participation, 219
 - learning principle, 234
 - Participative management, 316, 336
 - Passive listening, 275–276, 284
 - People-centered approach, 329, 337
 - Performance
 - goals, attainability, 320
 - management, 233
 - cycle, 212f
 - understanding, 212–213
 - rewards, linkage, 320
 - Performance appraisal, 101, 116, 237–238, 258. *See also* 360-degree performance appraisal; Annual/semi-annual performance appraisals
 - benefits, 238–239
 - interviews, conducting (guidelines), 254f
 - legal constraints, 254
 - methods, 244–252
 - problems, 240–242
 - uses, 239f
 - Performance standards, 104–106, 116, 211, 233. *See also* Training
 - determination, 320
 - importance, 213–214
 - setting process, 214–216
 - training, relationship, 214
 - Performance-outcome expectancy, 319, 336
 - Personal data, 157
 - Personal prejudice, 243
 - Physiological needs, 317
 - Position descriptions, 103, 116
 - Positive feedback, 276, 284
 - role, 276–277
 - Positive work environment, creation, 91
 - Preemployment screening activities, 136f
 - Prejudices/perceptions, 273–274
 - Preventive discipline, 30, 291–295
 - Prima facie, 302, 310
 - Privacy
 - invasion, 72, 73, 80
 - reasonable exception, 73
 - Privacy Act, 176–177, 187
 - Probation, 289, 309
 - Probationary period, 125, 289
 - Problem employee, impact, 301
 - Problem solving, 253, 260
 - Professional exemption, 56–57
 - Profits, 57–58
 - Programmed learning, 226, 227, 234
 - Progressive discipline, 124, 132, 293, 309
 - process, 292f
 - usage, 300
 - Promotion, decisions, 328–331
 - Proximate cause, 67, 80
 - Public policy exception, 70
- Q**
- Quality leadership, 312
 - impact. *See* Employee motivation
 - Quid pro quo, 28
- R**
- Rater biases, understanding, 242–244
 - Rating scale, 243, 245–247, 259
 - employee evaluation form, sample, 246f
 - Reasonable accommodation, 32–33
 - Reasonable care, providing, 67f
 - Recency effect, 244, 259
 - Recruiting, marketing (comparison), 140–141
 - References, 160–161
 - checks, 180
 - questions, sample, 181f
 - Referral bonus, payment, 140
 - Regional general manager, job specification, 110f
 - Regular tips, 50
 - Relevance, 219
 - learning principle, 234
 - Repetition, 219
 - learning principle, 234
 - Reputation/morale, 10
 - Respondeat superior, 74, 80, 172–173, 187
 - Restaurant industry
 - employment, numbers, 13
 - sales, record, 13
 - RÉsumé mistakes, 164f
 - Rewards
 - system, cost effectiveness, 321
 - value, 319
 - Right-to-work laws, 84, 96
 - Right-to-work states, 84, 85f
 - Role playing, 226, 234
 - Root causes, attention, 297
 - Rules creation, arbitrariness, 297
 - Rules/procedures, misunderstanding, 286–288
- S**
- Safety/security needs, 317
 - Salaried/hourly/tipped employees, wage/hour laws (impact), 43
 - practice quiz, 59–60
 - review questions, 60–61
 - Scientific management theory, 313, 335
 - Self-actualization needs, 317

Self-appraisals, 252, 260
 Self-study, 227, 233
 Separations, 136, 153
 Service charge, 48, 63
 Sexual harassment, 28–30
 guidelines/policies, manager establishment, 29–30
 occurrence, 29
 Similar-to-me bias, 244
 Situational questions, 169–170, 187
 Slander, 180, 187
 Slip/fall accident, foreseeing, 67
 Small operations, advertising/recruiting advantages, 135–136
 Social/belonging needs, 317
 Socialization, 192, 206
 Staff/departmental meetings, 289
 State employment laws, 30
 State/federal minimum wage, comparison, 47f
 Steward, 85
 Streaming videos, 234
 access, 224
 Strictness bias, 243, 259
 Subjective performance standards, 242, 259
 Supervisors
 characteristics, 146–147
 language solutions, 148
 Supply/demand, 20
 Suspension, 291, 293–294, 309

T

Taft-Hartley Act, 84–85, 95
 Task identification, 218, 233
 Taylor, Frederick W., 313
 Technical skills, 328, 337
 Technology, usage (increase), 224–225
 Tell-and-listen, 253, 260
 Tell-and-sell, 253, 260
 Termination, 291, 294–295, 309. *See also* Immediate termination
 support, management practice, 302
 timing. *See* Employee termination
 Terrorist acts (9/11/2001), impact, 175
 Theory X, 315, 336
 Theory Y, 315, 336
 360-degree performance appraisal, 252, 260
 Time-and-a-half, 52
 pay, 64
 Tip, 63
 credits, 47–51, 63
 advance notice, 50–51
 definition, 47
 pools, 47, 51–53, 63
 retention, 50
 Torts, 66, 79
 Tourism industry, strength, 14–15
 Traditional Model, 313, 335
 Train the trainer programs, 223–224
 Trainers
 preparation, absence, 222
 selection, quality, 222
 Training, 15–16, 232. *See also* Cross-training
 absence, reasons, 209f
 approaches, 227f

 evaluation, 227–228
 methods, 221–223, 226–227
 needs, determination, 216–217
 objectives, 218, 233
 determination, 218–219
 period, 125
 techniques, selection (considerations), 220
 Training, performance standards, 207
 practice quiz, 229–230
 review questions, 230–231
 Training/development, 208
 benefits, 209–211
 time sequence, 208–209
 Transference, 220
 learning principle, 234
 Trial period, 125
 Trustworthiness, 9
 Turnover Cost Evaluator (Cornell University), 138f
 Turnover rates, 100, 136, 156
 explanation, 20, 115, 154
 Two-factor theory, 317, 336
 illustration, 318f

U

Undue hardship, 33
 Unfair labor practices, 84, 95
 Unions, 81, 82, 95
 authorization cards, 89, 96
 concentration, 82–83
 contract, 89–90, 96
 employees, joining (reasons), 88–89
 management challenges, 90–91
 organization process, 89
 Upward communication, 265–267, 284
 U.S. tipping guidelines, 48f

V

Valence, 319, 336
 Verbal communication, 267–269
 Verbal warning, 293, 309
 Video presentations, 234
 usage, 224

W

Walk-in applicants, 141–142
 welcome, 142–143
 Weighted checklist, 247–248, 259
 employee evaluation form, sample, 247f
 Wheelchair accessibility, readily achievable (status), 33
 Women, characteristics, 146
 Work history, 160
 Workforce
 change, 145–147
 characteristics, 146
 demographics, change, 10–12
 targeting, 147–148
 Workplace
 common law, impact, 66–68
 orientation, 192, 206
 Written communication, 267–269
 Written warning, 293, 309
 Wrongful discharge, 69–70, 80, 302, 310
 Wrongful termination, 254, 260